

FINANCIAL TIMES

World Business Newspaper <http://www.ft.com>

THURSDAY NOVEMBER 19 1998



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There is an alternative
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WORLD NEWS

Brussels proposes shorter hours for over 5m workers

The work time of more than 5m European transport workers and junior hospital doctors will be limited to an average of 48 hours under European Commission proposals outlined yesterday. It would extend the EU's "working time directive", and governments would be expected to adopt the proposals by the end of 1999. **Page 16**

Republicans endorse Livingston
Republicans in the US House of Representatives endorsed Bob Livingston to succeed Newt Gingrich as House Speaker. **American news, Page 4**

Argentina to extend Nazi probe
Argentina is to extend an investigation into the role of Nazi war criminals and sympathisers in post-war society. **Latin American news, Page 3**

Mexican business joins fuel protest
Mexican business has joined a chorus of protest against a sharp rise in fuel prices and government proposals to raise taxes as part of an austere 1999 budget. **Latin American news, Page 3**

Israel may start pullback tomorrow
Israel could begin a phased troop withdrawal from the West Bank tomorrow, finally starting implementation of the Wye Plan. **International news, Page 8**

Millennium bug still a menace
Checks by some of the biggest corporations in the US and Europe showed serious flaws in work already done to tackle the millennium computer bomb. **International news, Page 8**

Start to testify on Lewinsky affair
Kenneth Starr, the independent counsel, will today testify about the Monica Lewinsky affair before the US House Judiciary Committee. **American news, Page 4**

MEPs may earn same salary
New European Parliament members elected next June could earn a uniform annual salary of about £68,000 (\$79,000) wherever they come from, under proposals approved in Strasbourg. **European news, Page 2**

Japan may waive car tax
The Japanese government is considering waiving a tax on new car purchases if consumers trade in used models. The controversial plan is the latest in a recent series of proposals aimed at reviving consumer sentiment. **Asian news, Page 6**

Prince Jefri wins KPMG battle
Prince Jefri of Brunei, the disgraced younger brother of the Sultan, won his fight to stop KPMG, his former personal accountants, working for Brunei Investment Agency in its investigation of the sultanate's finances. **UK news, Page 9**

Elmer attacks gold rush mentality
The gold rush mentality pervading US business is based mainly on illusion, and many executives are ill-prepared for the inevitable downturn, according to Walt Disney chief Michael Elmer. **American news, Page 4**

Warning on Chinese exports
Conditions for Chinese exporters may worsen next year but a strong balance of payments will continue to underpin the currency, Dai Xianglong, China's central bank governor, said. **Asian news, Page 6**

BUSINESS NEWS

Telefónica plans to replace dividend with shares issue

Telefónica, Spanish telecoms company, announced plans to give shareholders bonus shares instead of paying a dividend. **European companies, Page 21**

Telekomunikacja Polska shares
Telekomunikacja Polska shares jumped 11.2 per cent when trading began on the Warsaw stock exchange in Poland's national telecoms operator. The move marked completion of central Europe's biggest stock market flotation. **European companies, Page 21**

Euro Disney, operator of the Paris-based theme park, warned of tough challenges in 1999 as it reported a 34 per cent increase in annual net income to FF290m (\$52m). **Companies and markets, Page 17**

The French railway authority and the Polish city of Krakow were among a wide range of borrowers that took advantage of an improvement in market conditions to issue bonds. **Companies and markets, Page 17**

Intel, the world's largest computer chip company, accused UK retailer Dixons of charging high prices for personal computers. **Page 16 and Lex**

Safeway, the UK's fourth largest food retailer, sounded a warning note over expectations for Christmas in the normally resilient food sector, as it reported an 18 per cent drop in first half profits. **UK companies, Page 24 and Comment**

An online Internet-based service, aiming to link businesses around the world which want to trade with each other, is to be launched today by a consortium of business groups. **Companies in The Americas, Page 20**

American Express, US financial services group, is seeking a licence to launch its financial brokerage division in Japan. The move is part of a plan to sell US-style investment products to Japanese consumers. **Companies and markets, Page 17**

General trading companies in Japan reported disappointing interim results, reflecting Asia's economic problems and difficulties in focusing on profitable areas. **Companies and markets, Page 17**

NTT DoCoMo, cellular phone operator that listed last month in the largest initial public offering in the industry, reported interim pre-tax profits 42 per cent ahead at ¥233.1bn (\$1.9bn), helped by the Japanese market's expansion. **Asian companies, Page 18**

3Com, US manufacturer of computer modems, is drawing up plans to bring simple "plug-and-play" high-speed Internet access to the personal computer market. **International companies, Page 19**

Telecom Italia, troubled telecoms group, and oil and gas conglomerate Eni, Italy's two largest companies in terms of stock market capitalisation, are set to appoint new chief executives. **International companies, Page 19; Lex, Page 16**

World Equity Markets

The latest trends and data from more than 50 national markets at a glance
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WORLD MARKETS

STOCK MARKET INDICES			
New York Composite	8970.22	(+21.94)	
Dow Jones Ind. Av.	7859.85	(+15.38)	
NASDAQ Composite			
Europe and Pacific	3612.50	(+10.08)	
FTSE 100	4268.72	(+3.81)	
Nikkei 225	14747.0	(-28.7)	
Hong Kong	14,288.23	(+108.23)	
US LEASING RATES			
1-yr	4.5%		
3-yr	4.44%		
5-yr	4.4%		
10-yr	4.4%		
OTHER RATES			
UK 3-yr	5.75%	(5.75%)	
UK 10-yr	132.8	(132.8)	
France 10-yr	134.46	(134.46)	
Germany 10-yr	105.53	(105.53)	
Japan 10-yr	108.33	(108.33)	
US 10-yr	5.5%	(5.5%)	
US 30-yr	5.5%	(5.5%)	

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Madrid and Milan back pan-European exchange

Momentum builds for alliance of bourses as Paris softens its hostility to link-up

By Vincent Boland in London, David White in Madrid and Paul Batts in Milan

Momentum towards the creation of a pan-European stock exchange to trade blue-chip stocks accelerated yesterday when the Madrid and Milan bourses said they wanted to join the planned London-Frankfurt link-up.

At the same time, Paris appeared to be softening its hostility to the Anglo-German agreement and will host a meeting next week of Europe's leading stock exchanges. The parties will seek a breakthrough on how a pan-European exchange would be structured.

The meeting will be the first since the London and Frankfurt exchanges launched plans in July to set up a common trading system for leading UK and German shares. Details of the meeting are expected to be unveiled today by the Société des Bourses Françaises, which runs the Paris financial markets. That suggests that French plans for a rival alliance of exchanges have collapsed.

European bourses are under pressure to consolidate because of the launch of the European single currency and increased competition, both internally and externally. The New York Stock Exchange and Nasdaq, the US market for growth companies, have been making strenuous efforts to woo European companies to list in the US.

The Madrid bourse yesterday announced it intended to join the Anglo-German alliance, the first European exchange to formally

indicate its readiness to sign up for the venture.

The Borsa Italiana also gave a strong signal that it was ready to follow Madrid's lead, while the Amsterdam stock exchange has signalled its interest in joining.

That leaves the French stock exchange, Europe's third largest by market capitalisation, as the only large European bourse to declare its hand. The SBF was not a party to the talks that led to the launch of the London-Frankfurt alliance and was furious at being excluded. It is understood that talks were held in London last week between the SBF and the alliance in an attempt to overcome French objections to the structure of the Anglo-German deal. One of Paris's main demands is that it be treated as an equal partner with the London and Frankfurt exchanges.

The exchanges hope the Paris meeting will allow them to thrash out details of the trading system and to determine how control should be divided among the European exchanges.

Stefano Preda, chairman of the Borsa Italiana, said the Italian market was interested in joining the alliance "provided a joint project committee is set up to enable all parties in the alliance, big and smaller, to manage and organise together the process of creating the European market". Madrid officials warned that detailed negotiations on its entry would have to await the response of other European exchanges to the alliance's proposal.

London stocks, Page 36
World stocks, Page 40

European groups win big S African arms contracts

By Victor Mallet in Pretoria and Michael Stapleton in London

Europe's weapons manufacturers landed billions of dollars of orders yesterday as South Africa chose UK, Swedish, German and Italian groups as the preferred companies to refurbish its armed forces, and the United Arab Emirates signed a deal with Dassault Aviation of France. Thabo Mbeki, South Africa's deputy president, announced R30bn (\$6.2bn) of proposed orders from British Aerospace, Saab of Sweden, Augusta of Italy and German armaments company. A partnership between BAE and Saab will supply 28 Gripen fighters, worth R11bn - the aircraft's first export order. German consortium will provide frigates and submarines.

Separately, the UAE signed a \$3.2bn deal to buy 30 Mirage 2000-9 military aircraft from Dassault. The French company will also upgrade 33 older Mirage 2000-5 aircraft. Industry observers said plans by Abu Dhabi to spend \$6.8bn buying 80 F-16 jets from Lockheed Martin of the US had run into trouble because Abu Dhabi wanted the control codes to the aircraft. Lockheed Martin said it still hoped the deal would go ahead.

US defence companies were not invited to bid for the South African order because of a US weapons embargo against Pretoria. The ban - lifted earlier this year - was imposed because Armscor, the South African state weapons company, was found to have violated US arms export controls

when apartheid was still in force. Mr Mbeki strongly denied South African press reports that Trevor Manuel, finance minister, had objected to the expense of the order, which is likely to be paid for out of the defence budget over more than a decade.

South Africa wants to reduce the size of its armed forces but modernise their equipment. Because of sanctions against the white minority government in the apartheid era, much of the country's military hardware dates back to the 1960s.

In addition to the Gripen order, BAE was provisionally selected to provide 24 Hawk trainer aircraft worth R4.7bn. GKN Westland of the UK will provide four maritime helicopters worth R787m. The German Frigate Consortium was selected to provide four ships worth R5bn and the German Submarine Consortium three submarines worth R5.2bn. Augusta of Italy will provide 40 light utility helicopters worth R2.2bn.

South Africa demanded that bidders provide "offset" work in the country in the form of investments in military and civilian industries. Alec Erwin, South African trade and industry minister, said the preferred bidders had agreed to invest R26bn in various sectors, including steel, automotive components, machinery, textiles, plastics and chemicals.

These projects would generate R59bn of exports and R25bn of local sales over seven years and create more than 64,000 jobs, he said.



Mahathir and Primakov put brave face on troubled Apec summit

Malaysian prime minister Mahathir Mohamad, right, and Russian counterpart Yevgeny Primakov pause on their way to a session of the troubled

Asia-Pacific Economic Co-operation summit. Mr Mohamad, who is hosting the get-together, continued the controversy raised by Malaysia's

treatment of pro-democracy demonstrators, hinting that he might lighten his grip on them. **Apec report, Page 4**
Picture: Reuters

ECB MAY FOLLOW FED SOON AFTER DEBUT OF SINGLE CURRENCY

Hope of rate cut for euro

By Tony Barber in Frankfurt

The US Federal Reserve's third interest rate cut in two months raised expectations yesterday that the European Central Bank would cut rates for the euro soon after the currency's debut on January 1.

Economists predicted the ECB, which will be responsible for monetary policy in the 11 countries adopting the euro, would follow the Fed's reduction with a cut of 0.5 percentage points in the benchmark rate of the single European currency during the first three months of 1999.

Assuming a starting point of 3.3 per cent, the present level in Germany and France, this would bring the euro's key rate down to 2.8 per cent.

The Fed, citing continuing "unusual strains" in financial markets, cut the target for its key federal funds rate on Tuesday by a quarter of a percentage point to 4.75 per cent.

The Fed's cut provides a convenient argument for an early rate reduction by the ECB. It follows a warning from the Organisation for Economic Co-operation and Development that central banks should be ready to ease monetary policy to maintain growth in the international economy.

Any hopes of an interest rate cut in Germany before the end of the year have been all but dashed. The policymaking council of the Bundesbank meets today and is expected to hold its own benchmark rate at 3.3 per cent - the level at which it is already aligned with France and the Benelux countries - to ensure a smooth convergence of rates among the 11 countries in the run-up to the euro.

"We no longer expect an interest rate cut, even though the Bundesbank would have ample reason to make one," said Eckhard Schulte at Industrial Bank of Japan in Frankfurt.

The ECB, Bundesbank and

other national central banks have come under pressure from centre-left European politicians, particularly in France, Germany and Italy, to accept that interest rate cuts are a legitimate way of stimulating job creation and economic growth.

But Wim Duisenberg and Hans Tietmeyer, the presidents of the ECB and Bundesbank, have insisted on the principle of central bank independence. They have told the politicians that Europe's high unemployment is caused more by labour market rigidities and lack of tax reforms than by tight monetary policy.

Economists said that the ECB might have resisted making an early rate cut for fear of being seen to compromise the bank's statutory independence. However, the Fed's reduction should make it politically easier for the ECB to make its move sooner rather than later.

The ECB, Bundesbank and

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Wise men's scorn

صباحنا من الامل

'Wise men' scorn Bonn's economic programme

By Frederick Stüdemann in Bonn

Germany's new centre-left government faced a burst of criticism over its barely sketched economic programme yesterday, when its council of economic advisers poured scorn on its plans to boost employment and investment.

enough, while business would be hit by the closing of loopholes in corporate taxes.

They also cast doubt on the effectiveness of a proposed "ecological" tax, with which the government plans to use higher energy taxes to offset reduced social security contributions.

The council said the plans, aimed at boosting domestic demand and cutting the costs of labour, would have little impact on reducing the

country's high unemployment. "At the moment, we are simply covering over the problems," said Horst Siebert, one of the council members.

In an explicit dig at recent comments by Oskar Lafontaine, the finance minister, and some of his senior officials, the council also dismissed as unnecessary recent calls for interest rate cuts to boost demand and ward off the threat of deflation, whether nationally or

within the euro-zone.

The "wise men" said that against a backdrop of slowing growth and uncertainty about the implications for Germany of turmoil in the world economy, the government needed to concentrate harder on making structural changes to the economy. These included a fundamental rethinking of the country's generous social security system.

The council forecast only a slight decline in the number

of jobless over the next 12 months from 4.27m to 4.11m, a disappointing reduction against the background of an upturn in the economic cycle.

The council said the proposed "ecological" tax, to be discussed in parliament tomorrow, threatened to miss both of its targets, namely the significant reduction of carbon dioxide emissions and the improvement of investment conditions through the reduction

of labour costs.

Exemptions to big energy users meant the boost to the environment would be limited. Reduced labour costs generated by the tax - which will use higher energy taxes to fund social security contributions - may be cancelled out by higher wages if trade unions succeed in their bid to secure higher pay deals.

The government's plans for a tripartite "alliance for jobs" of government, busi-

ness and unions received a cautious welcome. The "five wise men" said such an alliance, which the former centre-right government of Helmut Kohl twice tried to mobilise in a bid to reduce unemployment, could succeed only if there were no "taboos" and all "hindrances to employment are put on the table".

The council forecast growth of 2 per cent in 1999, down from a 2.75 per cent increase this year.

Dispute over Ocalan intensifies

By Christopher de Bellaigue in Ankara and James Siltz in Rome

Turkey yesterday launched a nationwide crackdown on the political party associated with Abdullah Ocalan, the Kurdish guerrilla leader seeking asylum in Italy, while the dispute his arrest has sparked between Rome and Ankara intensified.

The crackdown, in which the People's Democracy Party (Hadeep) said 1,137 of its members were arrested, came on the day of a speech to parliament by Mesut Yilmaz, prime minister, who issued his toughest warning yet to Italy to hand Mr Ocalan over to Turkey.

In his speech, Mr Yilmaz warned that Italy's failure to hand over Mr Ocalan would make it "an accomplice to murder". Such a gesture, he said, would "not remain unanswered" by future Turkish governments.

Massimo D'Alema, Italian prime minister, last night said the Turkish prime minister's comments were "unacceptable" and that Italy would "not be subjected to unjustifiable intimidation".

Mr Ocalan's Kurdish Workers party (PKK) has waged a 14-year war for self-rule in Turkey's south-east, a conflict which has cost 30,000 lives. As Turkish nationalists applauded Mr Yilmaz's speech in parliament, Ahmet Turan Demur, general secretary of Hadeep, which wins most of its votes in Turkey's Kurdish-majority south-east, said party buildings in 10 locations had been raided by police, and 1,137 people arrested. Ramazan Biktner, party chairman in the province of Kocaeli, said that Hadeep's provincial headquarters had been surrounded by a rioting mob, and that pleas for help from Kocaeli's governor and police chief had been ignored. "Our electricity has been cut and our doors broken. We have had to make a barricade to protect ourselves," he said.

Battle-worn Lafontaine shows streaks of pragmatism

Ralph Atkins reports on how Germany's finance minister is adjusting to political reality after a controversial start

It was a typical Oskar Lafontaine gaffe. "Actually, I'm interested in the post of Pope," the new German finance minister said in response to rumours last week that he wanted to be the next European Commission president.

But if the gregarious Mr Lafontaine thought his jest was clever, he was mistaken. The lack of an immediate, convincing denial only fuelled the story - and peppered the endless gossip in Bonn about the left-leaning Mr Lafontaine's insatiable ambition.

By this week, Hans Tietmeyer, Bundesbank president, was pretending to pray to Mr Lafontaine at a press conference after a Franco-German economic summit in Bonn, a meeting at which the finance minister wriggled out of another embarrassment: his clash with the Bundesbank over monetary policy. Mr Lafontaine blamed mis-reporting. His call for an interest rate cut, he insisted, was directed at the new European Central Bank, not national institutions - even if only last month he had mocked the "infallibility" of Germany's revered Bundesbank.

So it is a somewhat battle-worn Mr Lafontaine that visits Rome and London today for talks with Carlo Azeglio Ciampi and Gordon Brown,

the Italian and British finance ministers. But the meetings are important tests for Mr Lafontaine, as he seeks support in harmonising European economic policies - part of his plans for job and growth creation.

On Sunday, Europe's left-of-centre finance ministers, including Mr Lafontaine, gathered in Brussels; a day later, European Union finance ministers are expected to discuss plans for representing the new euro currency bloc on the international stage.

In his first three weeks in office, Mr Lafontaine, who also doubles as chairman of the ruling Social Democratic party, has had to learn fast about adjusting to political reality. It has been an uncomfortable experience for a politician who helped lead his party into government after 16 years in opposition, and who regards himself as riding a new wave of thinking on demand management, government co-operation and international regulation.

At times, he openly courted controversy. His expansion of the finance ministry to take over significant chunks of the economics ministry appeared a direct swipe at Gerhard Schröder, chancellor, whose nominee as economics minister - Jost Stollmann, the

computer entrepreneur - promptly quit. The incident quickly ended any idea of a post-election "honeymoon" for Mr Schröder. On policy issues, Mr Lafontaine's plans for a socially "just" tax reform have run into almost vituperative opposition from industry, which has accused him of "redistributive", 1970s thinking. The scale of protest threatens to undermine Mr Schröder's planned "alliance for jobs" bringing business together with unions and the state.

Meanwhile, Mr Lafontaine's oft-expressed ideas for stabilising financial markets by setting target zones for the main international currencies raised sceptical eyebrows in capitals around the world.

Is a more temperate Mr Lafontaine now emerging? One result of the Franco-German summit was a noticeably softer line on managing exchange rates. For all Mr Lafontaine's francophile tendencies - he speaks French and was previously prime minister in the federal state of Saarland on the border with France - the Bonn-Paris relationship has not been a particular source of comfort.

French scepticism about Mr Lafontaine's exchange rate ideas prevented agreement on a common position. After the summit, the Ger-

man finance minister was emphasising the importance of real economic convergence to currency stability. "Lafontaine's rapid retreat" was the headline in Handelsblatt, the business newspaper.

On interest rates, Mr Lafontaine's visit earlier this month to the Bundesbank appears to have forced a strategic re-think - perhaps helped by a little chiding this week from Mr Tietmeyer. Now his focus is on Europe-wide co-ordination of fiscal and wage policies, as well as monetary policy, to promote growth and job cre-

ation.

Other streaks of pragmatism have emerged - to some of which Mr Lafontaine has long adhered but which have been obscured by his bombastic style. He argued in parliament last week, for instance, that pressure on public sector finances in Europe "has reduced more and more the possibility of using fiscal policy to combat unemployment". He deplored any repeat of 1970s-style wage demands way above productivity improvements.

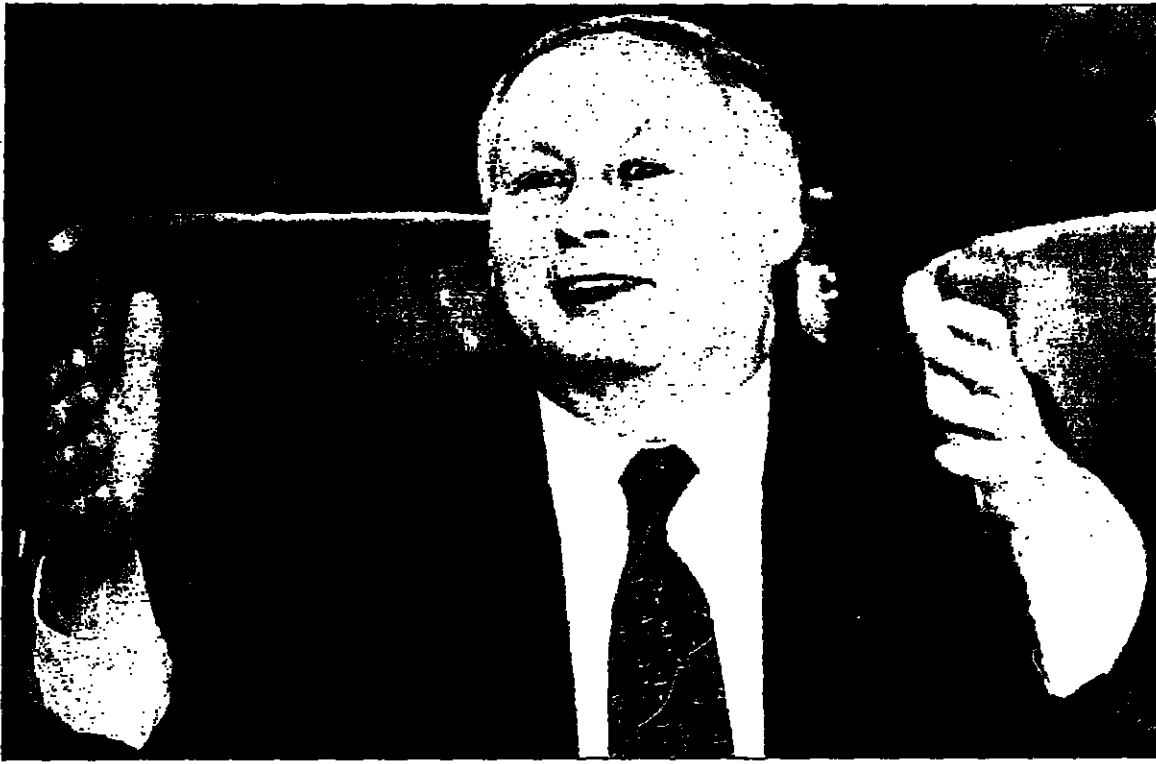
Separately, Mr Lafontaine has pledged not to question

the European Union's stability pact, intended to ensure fiscal responsibility in countries joining the euro currency in January. He backs calls for structural reform of Germany's overburdened social security system, in particular for unemployment pay to be focused on the most needy.

At the same time, the French and German governments are drawing up a joint paper on economic and financial policy, which they hope will drive forward European co-operation and enhance the process of integration as the euro currency

is launched next January. Joint economic initiatives will be on the agenda at today's meetings in London and Rome.

As chancellor, Mr Schröder has staked a lot on Mr Lafontaine. There is a theory that Mr Schröder has deliberately given his finance minister a loose reign - to strangle himself with mistakes and thus to remove the threat of a power struggle. That theory is almost certainly too Machiavellian. However, a more bashful finance minister might make life in Bonn a little less hair-raising for all.



In his first three weeks in office, Lafontaine has had to learn fast about adjusting to political reality

Reuters

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SUMMIT ENDS DEBATE URGED OVER REFORM OF INTERNATIONAL MONETARY SYSTEM □ CALL FOR GREATER HEDGE FUND DISCLOSURE RULES

Apec assails credit rating agencies

By Peter Montagnon and Sheila McNulty in Kuala Lumpur

Asia-Pacific leaders wound up their summit in Kuala Lumpur yesterday with a declaration calling for greater disclosure standards for hedge funds and other large international investors, and urging broad debate on reform of the international monetary system as part of the solution to the region's economic crisis.

But their declaration, after two days of discussions marked by a row between the US and Malaysia over political reform, fell far short of endorsing capital controls of the type imposed by Mahathir Mohamad, their Malaysian host.

Instead, the 21-member Asia-Pacific Economic Co-operation forum took a swipe at credit rating agencies, calling for a review of institutions such as Moody's which this week downgraded Japan's sovereign rating.

And, following recommendations from both Malaysia and Australia, it called for discussion of a stronger world financial system to be centred on the Group of 22 nations which includes developing countries as well as Asian ones affected by the crisis. Participants said this would give a more representative debate than one confined to the Group of Seven industrial countries which has dominated world monetary policy discussions. A call by Australia for a G22 summit was not taken up.

The leaders had little by way of new concrete measures to offer a region mired in recession. Instead, their 10-page communiqué offered a set of guidelines for dealing with crises.

Last night participants were trying to put a positive gloss on a meeting which many admitted privately had been the most difficult in Apec's history. "This has been a very significant sum-

mit. The leaders really grappled with real issues with earnest and with candour," said Sadaaki Numata, Japanese spokesman.

But a subdued Dr Mahathir, who chaired the summit, spent little time extolling his achievements as he fended off questions about his row with the US.

"Apec has set itself up for the long term, but there will be years when progress is perceived as very slow," said Don McKinnon, foreign minister of New Zealand, which is to hold next year's summit in Auckland.

The organisation had reached the point where it was having to deal with specific issues where agreement was harder to obtain, he said. But there was already an important agenda emerging for the Auckland meeting, covering efforts to preserve free trade, more sophisticated regulation of financial and other markets and the design of measures



China's President Jiang Zemin (left) with Tung Chee-hwa (centre) and President Habibie

to keep ahead of financial market turmoil.

The fall in economic output has been more extensive than many had expected, the leaders said in their declaration, but it was now moderating. Japan's commitment of public money to strengthen its banking sys-

tem and boost domestic demand "is the key to the restoration of market confidence and growth, not just in Japan, but in the whole Asian region".

The leaders also stressed the need to push for speedier restructuring of banks and companies in the affected

countries to help revive private sector activity.

Explaining the summit criticism of rating agencies, Dr Mahathir said they should confine their ratings to borrowers who had asked for an assessment.

See Editorial Comment

Western audit gives boost to Japan bank

By Gillian Tett in Tokyo

Fuji, one of Japan's biggest banks, will announce tomorrow that Ernst and Young, the international accountancy firm, has given it a clean bill of health on its exposure to derivatives.

The move marks the first time a Japanese bank has used western accountants to audit part of its domestic operations to calm market unease.

The move highlights the efforts of some Japanese banks to reassure international investors about operations. With Japanese banks facing problems raising dollar funds in international markets, other large banks are considering copying Fuji's move.

Fuji's decision to conduct the audit was triggered by a sharp fall in its share price earlier this year after rumours that the bank had suffered large derivatives losses.

Fuji insists the net value of its market-related portfolio was more than ¥300bn (\$3.4bn) at the end of August. Two months ago, it asked Ernst and Young to audit its derivatives portfolio and explore whether the bank had hidden losses through *tobashi*, the practice of shifting losses between accounts.

The issue of *tobashi* has provoked concern among investors since it emerged that Yamaichi Securities used *tobashi* to hide losses before it collapsed last year. The government has also indicated that Long Term Credit Bank, at present being nationalised, used *tobashi* to conceal problems.

Fuji Bank will not release its report on the audit until tomorrow. But the preliminary report claims there

no undisclosed losses in Fuji's derivatives contracts and its net unrealised losses are fairly stated. It also states that Fuji's risk management system broadly complies with global standards, though Ernst and Young suggests minor improvements such as tightening clerical practices.

Foreign accountants in Tokyo yesterday welcomed Fuji's move. Though Japanese banks have used international accountants to audit their overseas operations, they have not used them to examine their domestic operations before. "This shows that investor pressure is forcing more transparency," one said.

The audit comes amid growing controversy about the role of international accountants in Japan. These have traditionally operated in partnership with local firms, which have conducted local audits in compliance with Japanese standards.

The World Bank recently warned that international accountants could compromise their reputation if they approved accounts in emerging markets which did not meet global standards.

Frank Harding, president of the International Federation of Accountants, said this danger could apply to Japan as well. "There is a situation in Japan where international firms are operating through members of the family firms, so are in a position where they often have considerable influence but not control," he said.

"There is concern that an international firm may sometimes be used to give a credibility to accounts which comply with local standards but do not comply with internationally accepted standards."

Chinese exporters 'face tough times next year'

By James Harding in Shanghai and Peter Montagnon in Kuala Lumpur

Conditions for Chinese exporters may worsen next year, but the country's strong balance of payments will continue to underpin the currency, Dai Xianglong, China's central bank governor, said yesterday.

Mr Dai refrained from an explicit pledge that China would not devalue next year, when asked whether this year's promise to maintain the exchange rate would hold for 1999.

"Next year, the export situation will be difficult, maybe even more difficult than this year," he said. "But the balance of international payments will remain strong. That will provide a solid foundation for the renminbi's exchange rate."

In Kuala Lumpur yesterday, President Jiang Zemin told the Asia-Pacific summit that China had "paid a high price" for its decision not to devalue the renminbi, but that was part of its desire to help in combating the Asian economic crisis.

The crisis had put pres-

sure on China and had had a negative effect on its economy, but had not shaken its resolve on economic reform. Developed countries should stimulate economic growth, boost domestic demand by fiscal and monetary policies, and refrain from resorting to protectionism.

China's decision on the currency was a strategic one, designed not just for this year, Tang Jiaxuan, foreign minister, said. "I believe this decision is a long-term one."

China has kept its word to hold its currency steady

since late last year, but the country's exporters have suffered from the relatively high cost of Chinese goods overseas, as rival Asian exporters have been given a competitive boost by the depreciation in their domestic currencies.

China's exports fell 17.3 per cent in October compared with the same month a year ago. The trade surplus slid 38.1 per cent. For the first 10 months of the year, exports rose 1.3 per cent against the same period in 1997.

Mr Dai was reluctant to

give a direct answer to the question of the renminbi exchange rate in 1999.

"If I say [there will be no devaluation], you will say I lack self-confidence," he said, referring to how the Chinese leadership's promises not to devalue have at times raised suspicions, rather than allayed fears. "If I don't say it, you will say: 'The central government and the central bank no longer say it, so maybe the renminbi will be devalued'."

Separately, China yesterday confirmed the setting up of a new regulatory body to

oversee the insurance industry, redrawing the lines of supervisory responsibility as part of efforts to instil discipline in the country's financial services industry.

The China Insurance Regulatory Commission will work directly under the State Council, China's cabinet, with responsibility for administering the commercial insurance industry, the state news agency Xinhua reported. The body will be headed by Ma Yongwei, former head of the state-owned People's Insurance Company of China.

Simex wins a technical victory

By Louise Lucas in Hong Kong

A battle between Singapore and Hong Kong over futures contracts - and for regional stock market supremacy - was yesterday unexpectedly sidestepped by modern technology.

Morgan Stanley Capital International, which built the Hong Kong index-based futures contract, posted a blow-by-blow guide plus relevant information to compiling the HIMSCL index on its internet website - bypassing the Hong Kong Stock Exchange's ban on information vendors giving exchange price data to the Singapore International Monetary Exchange (Simex).

Simex's Monday launch of the contracts can now go ahead unimpeded: investment banks wishing to trade the contract can create their own real-time versions of the index using live feeds, and then trade on Simex.

The row began this month, when Simex announced plans to launch the HIMSCL, which mirrors Hong Kong's own futures contract.

The HK exchange tried to scupper Simex by invoking its contractual agreement with information vendors to deprive it of real-time data.

As tempers flared, government leaders sought to resolve the issue when they met in Kuala Lumpur at the Asia-Pacific leaders' summit. But diplomacy, it appears, has been overtaken by technology.

The HK Futures Exchange, which throughout the dispute has maintained a dignified and commercial approach, was seemingly unperturbed by yesterday's development.

Clinton heads for Tokyo to urge action on Asia

By Gerard Baker in Tokyo

President Bill Clinton of the US belatedly kicks off a trip to Asia today with a visit to Japan, against a backdrop of growing disquiet about the world's two leading economic powers.

Mr Clinton will use his first trip to Tokyo since the Asian crisis began last year to hammer home the message that the US expects Japan to do more to lead Asia out of recession.

"Just as the world looked to us in America six years ago to put our economic house in order, today nations look to Japan to take decisive steps to help the Japanese people to restore growth in Asia and around the world," he said, just before leaving Washington yesterday.

Though he will extend a cautious welcome to the Japanese government's recent efforts to restructure the country's financial system, he will voice mounting US concern at Japan's soaring trade surplus and urge much greater efforts at promoting domestic demand and opening markets.

The east Asian tour was originally intended to demonstrate Mr Clinton's personal engagement in the region's efforts to pull itself out of recession. But the US president was forced to cancel the scheduled leg - the summit meeting of the Asia-Pacific Economic Co-operation forum in Malaysia, because of the Iraq crisis.

Officials still hope the truncated trip - a day and a half in Japan and two days

in South Korea - will give an additional impetus to economic recovery efforts.

In speeches tomorrow in Tokyo, Mr Clinton is expected to stress the importance of a meaningful fiscal stimulus in bolstering domestic Japanese demand. US officials were still studying the latest package unveiled by Keizo Obuchi, the prime minister, this week, but they said previous packages had not been nearly as positive as they had been painted.

In a sign of growing US irritation with its rapidly expanding trade deficit with Japan, Mr Clinton will call for a more vigorous commitment to market opening by Tokyo. Trade tensions have been exacerbated by a steel dispute: the US is pursuing an anti-dumping suit against Japanese steelmakers.

US to resume secret nuclear weapons talks with India

By Mark Nicholson in New Delhi

US attempts to reconcile India's post-nuclear test security concerns with the global disarmament regime, resume today in Rome with a seventh round of secretive bilateral meetings.

Strobe Talbott, US deputy secretary of state, will continue direct, secret one-to-one meetings with Jaswant Singh, senior Indian government envoy.

The talks come after India conducted a series of nuclear tests in May, followed by matching Pakistani detonations, which caused serious worldwide concern.

So far the talks process, which India regards as the fulcrum of its post nuclear

test diplomacy, has yielded only broad declarations from both sides that some progress is being made. The sole tangible offshoot so far was the visit last week of a US technical team to examine India's existing export controls on sensitive technologies.

The crux for India is the demand by the US and other western countries that Delhi formalise its unilateral moratorium on further test blasts and accede to the Comprehensive Test Ban Treaty - a move India is reluctant to make without western concessions. India, in particular, is seeking hitherto barred access to sensitive nuclear and dual-use technology.

For the US, however, the agenda is broader. In an open letter to the Times of India last week, Mr Talbott said US policy was aimed at defusing tensions between India and Pakistan, with which parallel talks are being held.

Mr Talbott urged both sides to consider the dangers of continued testing and eventual deployment of nuclear weapons. He said neither side should draw comfort from the peace of the US-Soviet cold war, suggesting neither India nor Pakistan possessed the wherewithal to "manage" such nuclear rivalry. He urged to intensify their recent resumed bilateral dialogue.

Car tax may be waived to spur sales

By Masoko Nakamase and Alexandra Hamey in Tokyo

The Japanese government is considering waiving a tax on new car purchases if consumers trade in used models.

The controversial plan is the latest in a recent series of proposals aimed at reviving consumer sentiment, which has soured amid the country's worst recession since the second world war.

Earlier this month, the ruling Liberal Democratic party announced a scheme to issue shopping vouchers to bring Japanese consumers back to the stores.

Spurred by demands from car and steel manufacturers, the Ministry of International Trade and Industry (MITI) and the Ministry of Transport are discussing a scheme that would exempt car owners who trade in models more than seven years old from the 5 per cent acquisition tax levied on car purchases.

The scheme would be temporary. MITI said it was considering a six-months to one-year lifetime for the plan. The idea is modelled on similar plans in France and Italy several years ago.

The plan has drawn criticism from local government bodies, which have been squeezed by a sharp decline in tax receipts and rising debt levels in recent years. Since revenue from the acquisition tax is collected by local government authorities, the scheme would in effect be subsidised by them.

Many Japanese municipalities are already on the brink of insolvency and are unlikely to be able to

bear the extra burden.

The Ministry of Home Affairs, which represents local government bodies, has also voiced opposition to the plan because revenue from the car acquisition tax is used solely for the maintenance of roads by local authorities.

Some analysts say the plan, while well intentioned, is short-sighted. The collapse in demand in Japan and elsewhere in Asia has sent the country's leading car and truck makers scrambling to cut production and trim costs, and has led Nissan, Japan's second biggest car-maker, to consider asking for as much as ¥100bn (\$820m) in extra funding from the Japan Development Bank, a government-backed institution.

"There is no doubt it could potentially boost demand, but as soon as the programme goes away, the industry is still faced with excess capacity, with a structure built around a market that no longer exists. This is just delaying the problem, not solving it," said Stephen Usher, car analyst at Jardine Fleming.

When a similar programme was launched in Italy, car sales jumped 35 per cent, but fell sharply once the incentive ended, according to Koji Endo, analyst at Schroders.

If successful, the programme could have a considerable impact on the Japanese economy. A recovery in demand for cars and trucks would have a spillover effect on Japanese manufacturers, including machinery, parts and steel makers.

Australian \$ seen as fifth most traded currency

By Gwen Robinson in Sydney

The Australian dollar could become the fifth most frequently traded global currency - moving from its current eighth place - when a number of European currencies begin to be superseded by the euro from January 1, according to new research by HSBC Markets.

For European and US investors, the Australian dollar would provide a channel for asset diversification in foreign exchange markets.

The progressive liberalisation of European financial markets, particularly in fund management, would hasten the trend, HSBC Markets said.

Analysts at leading investment banks in Australia said yesterday there had been a marked increase in the past six months in European investors in the Australian-dollar foreign exchange and bond markets.

Underpinning the trend has been the recent move by some international invest-

ment banks, including Citibank, Bankers Trust and Dresdner, to increase or relocate their regional foreign exchange-related operations to Australia.

The relatively high liquidity of the Australian market and its reputation for high regulatory standards have already established the Australian dollar as a global currency with a daily turnover very much higher than would be suggested by trade or capital flows, noted John Edwards, chief

economist at HSBC Markets. In the past four years, global Australian dollar foreign exchange transactions have increased nearly 50 per cent to an average daily turnover of A\$60bn (US\$36bn).

From next year, integration of some European currencies and expected signs of recovery in Asia would further "change the character" of the Australian dollar market, HSBC said in a report.

In important respects, the currency will become the

Swiss franc of the Asia-Pacific region.

Indications that the UK intends to join the euro currency union early next year would further erode the market for foreign exchange transactions between uniting European currencies. Also, Switzerland would be increasingly obliged to adopt the euro as a companion currency to its franc.

"When these changes are complete, the world's most frequently traded currencies will be reduced to the US

dollar, euro and yen, with the Australian dollar, Swiss franc and Canadian dollar vying for fourth place. These currencies will become respectively the secondary traded currencies of Asia, Europe and the Americas."

Economists have praised the stance of the Reserve Bank of Australia, the country's central bank, to resist cutting interest rates when the Australian dollar recently plunged. It has since recovered to the US\$0.64 level.

NEWS DIGEST

INDONESIAN POLITICS

Jakarta students resume drive to oust Habibie

About 4,000 students, determined not to lose momentum after last week's violent clashes with police, resumed protesting in Jakarta yesterday to push for the resignation of President B.J. Habibie and his military chief.

Two demonstrations in the capital ended peacefully, but 30 students and police were wounded when a protest in eastern Indonesia turned violent. Diplomats said the killing of eight students last week had given students a rallying cry that was attracting other members of society as well.

The armed forces took out an advertisement in national newspapers offering their condolences but students demanded an inquiry and the removal of General Wiranto, the chief commander. Mr Habibie has stood by Gen Wiranto, but analysts believe he may have to let him go soon or risk more widespread protests. Amnesty International yesterday urged Mr Habibie to "break the cycle of violence" in Jakarta and in restive regions such as Aceh and East Timor, saying Indonesian troops continued breaching human rights there.

The largest rally was held near parliament, which reconvened yesterday to debate political laws needed for next year's general and presidential elections to proceed.

Sender Thoenes, Jakarta

GITIC FALLOUT

Two HK concerns close

Two Hong Kong engineering companies have become the latest casualties of the financing troubles at China's investment agencies. A Fujian provincial government agency has moved to liquidate the assets of Hop Kin Engineering Development and China Fujian Engineering (Hong Kong), its main subsidiaries in the territory. The two Hong Kong offshoots of China Fujian Co-operation for International Techno-Economic Corp are understood to have debts of more than HK\$500m (US\$65m).

China-backed companies have been squeezed by banks' reluctance to lend to them in the wake of the collapse of the Guangdong International Trust and Investment Corporation (GITIC). Gitic was closed down on October 6 because of its inability to repay foreign debts. China's central bank has pledged to make foreign creditors which registered their loans a priority for repayment but no guidelines have yet been issued on the terms for repayment and jitters within the bank sector have prompted some banks to rein in China lending.

An inability to repay loans or refinance them in the tight credit environment appears to be behind the closure of Hop Kin and China Fujian (HK). But bankers say the dual liquidation also hints at problems at the parent. The two Hong Kong engineering companies were to have played a role in the construction of the second runway at the territory's four-month-old airport. Louise Lucas, Hong Kong

NEW ZEALAND ECONOMY

Interest rates hit low

Wholesale interest rates in New Zealand fell to historic lows yesterday after the Reserve Bank announced a substantial easing in monetary policy in response to weaker domestic growth and an uncertain global outlook.

Don Brash, Reserve Bank governor, said he expected relatively easy monetary conditions would be necessary for at least the next "year or two" at a time of subdued inflationary pressures and when there were suggestions of a serious global recession. The bank said it expected gross domestic product would fall from an estimated 2.3 per cent this year to minus 1 per cent next year.

Interest rates fell 55 percentage points to 4.25 per cent after the announcement. The currency saw more modest falls, with the trade weighted index dropping 16 points to 56.34. Terry Hall, Wellington

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THE AMERICAS

Microsoft begins to feel competitive pinch

By Louise Kehoe in San Francisco and Richard Wolfe in Washington

Microsoft, the world's largest software company, came under mounting competitive and legal pressure yesterday following the serious setback in its dispute with rival Sun Microsystems.

Lawyers for the US government said the preliminary ruling on Tuesday night in the California lawsuit filed by Sun would strengthen the antitrust case against Microsoft which is currently being heard in a Washington court.

Microsoft's shares declined 1% to \$116 in mid-session trading yesterday, while shares of its Internet rival

Netscape gained 21 per cent at \$35, up 8%, on expectations of an imminent deal with America Online (AOL), the world's largest Internet service provider.

Netscape Communications said it hoped to unseat Microsoft as the exclusive supplier of browser software to AOL, which has more than 14m subscribers. AOL's shares rose by 8 per cent, or 8%, at \$81.

Netscape hopes to gain as Microsoft's controversial "exclusivity clause" in its Internet browser deal with AOL is set to run out in January.

"It is no secret that Netscape would love to have that business," a software industry official said.

Microsoft's antitrust trial had "raised public awareness" of Microsoft's role in the software market, Netscape said.

A California judge ordered Microsoft, late on Tuesday, to modify its flagship Windows 98 product as well as its Internet browser software to comply with the terms of a licensing agreement with Sun.

In his ruling on Tuesday, the federal judge said Sun was likely to prevail in its lawsuit.

His preliminary injunction demanded that Microsoft stop shipping products that include an altered version of Sun's Java programming language within 90 days.

However, Microsoft's lawyers yesterday insisted that the judge's ruling "will have no impact on our existing customers or existing products" but would merely extend its support for software developers.

They also dismissed the Sun ruling as irrelevant to the US government's antitrust lawsuit.

Tom Burt, Microsoft's associate general counsel, said: "Obviously Microsoft is disappointed by the ruling but it is a preliminary ruling, not a final ruling, and we look forward to the opportunity to put all the facts in front of the court."

The ruling is a narrow ruling that will actually

have very little impact for the case in Washington DC because it dealt with a very technical interpretation of a very technical and complicated contract. It has nothing to do with the cross-platform capabilities of Java, but it has to do with using Java specifically for a platform like Windows.

Lawyers for the US government said Microsoft's courtroom defeat represented "a great piece of evidence" which will shape their attack in the five-week-old antitrust trial.

Witnesses from Netscape Communications, Apple Computer and Intel have all testified that Microsoft attempted to stop development of "cross-platform"

software which could work with Windows-based computers as well as other machines.

David Boies, the leading attorney for the US Justice Department, said the judge's preliminary injunction in the Sun case reinforced the argument that Microsoft had tried "to destroy cross-platform aspects of Java, which has obviously been a significant part of our case".

The US government plans to call as a witness James Gosling, Sun's chief architect of Java, who is expected to repeat the allegation that Microsoft attempted to undermine Java. Sun Microsystems' shares were up 1% at \$88 in mid-session yesterday.

NEWS DIGEST

INCREASE IN VOLATILE AIRCRAFT EXPORTS

US trade deficit shows a sharp improvement

The US deficit on trade in goods and services narrowed significantly in September from August's record high, the Commerce Department said yesterday. However, because this was largely due to a sharp rise in aircraft exports, which are subject to wide monthly variations, the reduction was not seen as likely to lessen trade pressures on the US economy.

Economists said the figure suggested that US growth in the third quarter had been faster than the latest official estimate of 3.3 per cent, raising some questions about the Federal Reserve's decision on Tuesday to cut interest rates for the third time in seven weeks. However, this could well be followed, they said, by a weaker than expected fourth quarter.

The deficit in goods and services fell from \$15.8bn in August to \$14bn in September, while the deficit in goods alone narrowed from \$22.7bn to \$20.5bn. The change was explained by a virtual doubling of civilian aircraft exports from \$2.04bn to \$4.04bn. Stephen Fidler, Washington

LEWINSKY SCANDAL

Starr ready to testify

Kenneth Starr, the independent counsel, will today testify about the Monica Lewinsky affair before the House of Representatives judiciary committee, amid renewed wrangling between Democrats and Republicans over how impeachment hearings involving President Bill Clinton should be handled.

Although congressional support for impeaching the president has dwindled significantly since unexpected Democratic successes in this month's elections, Republicans are now considering expanding the inquiry.

Henry Hyde, committee chair, is considering calling several new witnesses - including Bruce Lindsey, the president's closest adviser, and John Huang, a former Democratic party official charged with campaign fundraising abuses. Mr Huang's inclusion on the witness list would be particularly problematic for the White House, as it could allow the committee to drag out old accusations of campaign fundraising abuses in the 1996 campaign.

Democrats yesterday accused the Republicans of mounting a last-ditch attempt to try to dig out new offences against Mr Clinton when the Lewinsky-related charges had failed. Mark Suzman, Washington

PINOCHET EXTRADITION REQUEST

Lords' ruling next Wednesday

Augusto Pinochet, the former Chilean dictator, will learn next Wednesday whether the British courts have approved his extradition to Spain to face trial on charges of murder, torture and hostage-taking. The House of Lords, the UK's most senior court, will give its ruling then on an appeal by the Spanish government against a UK High Court judgment that General Pinochet was immune from prosecution because he is a former head of state. By coincidence, next Wednesday is the general's 63rd birthday. John Mason, Law Courts Correspondent, London

CANADIAN ECONOMY

Central bank cuts rate

Canada's central bank yesterday cut its overnight lending rate by a quarter of 1 percentage point to 5.25 per cent, matching Tuesday's rate reduction by the US Federal Reserve. The Bank of Canada has followed the last three US interest rate cuts, unwinding most of the 1 percentage point increase it imposed in August to shore up the falling Canadian dollar. The country's main banks immediately responded by reducing their prime lending rates 25 basis points to 6.75 per cent. Edward Alden, Toronto

On the web today

● Disney chief hits at 'gold rush' mentality ● Picasso fetches \$11m ● Businesses in Mexico join budget protest ● Chávez capitalises on Venezuela's divisions <http://www.FT.com/Americas>

Republicans endorse new Speaker

By Mark Suzman in Washington

Republicans in the US House of Representatives yesterday formally endorsed Bob Livingston as Newt Gingrich's successor as House Speaker and decided to retain Dick Armey, Mr Gingrich's chief deputy, as House majority leader.

But in a sign of the party's desire to move beyond its traditional support base, members also elected J.C. Watts, the Republican's only black member of Congress, as House conference chair, the fourth-ranking post.

Mr Livingston's nomination had been widely expected and came on a voice-vote before members selected their leadership team for the new Congress that will take office in January.

He was unopposed for the position and is expected to focus on building consensus within the party and with the White House, in contrast to the combative Mr Gingrich, who stepped down in the wake of the party's unexpected election setback earlier this month.

However, Mr Armey had to fight off a tough challenge from opponents after some members blamed him for contributing to the disappointing election result. Others wanted to select someone who was more telegenic and could help broaden the party's public appeal.

In the final vote Mr Armey defeated Steve Largent, a former football player closely associated with the party's conservatives, by 127 to 96 on a third ballot. On earlier rounds Jennifer Dunn, who had been bidding to become the first woman in the party's senior leadership, and Dennis Hastert,



Bob Livingston must heal rifts in Republican party

who was a write-in candidate, were defeated.

All the challengers struck a conciliatory note after the election, emphasising that they intended to work together to try to flesh out a new agenda ahead of elections in 2000. Mr Largent said: "As a result of this struggle, our party and our conference will be healthier."

However, analysts warned that the size of the vote against Mr Armey demonstrated that the party was still deeply divided. Mr Gingrich appealed to Mr Livingston to try to ensure that the factionalism that had wracked the party in recent months was put aside.

"Your success as Speaker will in large measure be whether people in this room stand together and stand united," Mr Gingrich is reported to have said after Mr Livingston's election.

In the race for the party's number three job, Tom DeLay, the incumbent House whip, was also unopposed. However, the victory of the charismatic Mr Watts over John Boehner, the incumbent, was an upset.

TV DEBATE BOUCHARD POISED FOR RE-ELECTION AFTER CHAREST FAILS TO SHINE

Boost for Quebec separatist

By Edward Alden in Toronto

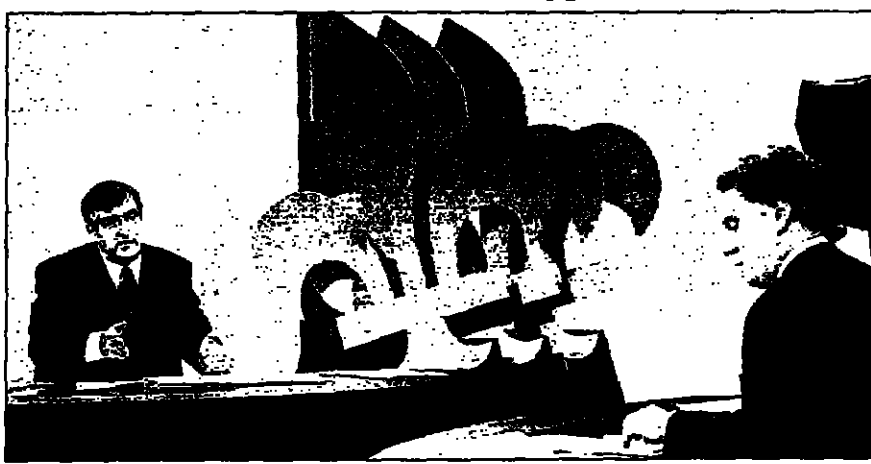
Lucien Bouchard, the pro-separatist premier of Quebec, appears poised for re-election after his opponent, Jean Charest, failed to revitalise a fading campaign in the only debate between the two before the November 30 vote.

In a two-hour debate on Tuesday night, neither made any notable blunders but observers said Mr Charest needed better than a draw to recoup lost ground. "A tie is a win for the incumbent," said Christian Bourque, a pollster with Angus Reid.

Mr Charest, the Liberal leader widely seen as the best hope to defeat the separatist Parti Québécois government and the looming threat that Quebec may secede from Canada, has been steadily losing ground to the popular Mr Bouchard.

The latest poll by Léger and Léger, the Quebec polling group, shows the PQ with a 47 to 45 per cent lead in the popular vote.

But the government's lead is as much as 20 percentage points among French-speaking voters, which would



Lucien Bouchard of Parti Québécois (left) had the better of Liberal leader Jean Charest on TV. Reuters

translate into a strong majority of seats for the PQ because Liberal support is heavily concentrated in the English-speaking portions of Montreal and the Ontario-Quebec border.

The Liberals faced a difficult task from the outset of the campaign. Mr Bouchard's government enjoys a 55 per cent approval rating and is close to balancing the provincial budget, while unemployment in the province has fallen to less than 10 per cent for the first time

in a decade. Mr Bouchard's campaign has emphasised good government while remaining ambiguous on whether he would hold another referendum to secede from Canada, a referendum two-thirds of Quebecers say they do not want.

Mr Charest struggled on Tuesday night to find a consistent theme. He launched the campaign promising a 30 per cent tax cut and smaller government, but in the debate emphasised more

spending on health and education, hurt by the PQ's effort to eliminate the budget deficit.

"The problem is it has not been a clear message," said pollster Jean-Marc Léger.

Mr Charest warned that the threat of another referendum would be "a ball and chain" around Quebec's economy. But he was put on the defensive by Mr Bouchard, who challenged the Liberal leader to offer a plan for strengthening Quebec's powers within Canada.

Argentina extends Nazi probe

By Ken Wern in Buenos Aires

Argentina is to extend an investigation into one of the darkest and most controversial aspects of its recent history - the role of Nazi war criminals and sympathisers in post-war society.

The Commission of Inquiry into the Activities of Nazis in Argentina (Cesba), set up by President Carlos Menem last year, is to be extended beyond the year that was initially planned, possibly indefinitely, said Ignacio Klich, who is head of the commis-

sion's academic committee. The activities of Nazis and fascists from the other Axis powers in Argentina remains a highly charged issue in Argentina even today. Gen Juan Domingo Perón, founder of the country's ruling party, drew many elements of his political programme from European Fascism. There is also evidence to suggest he encouraged prominent Nazis to settle in Argentina after the war, not least to help with the country's military programmes.

The presence of French

and Belgian fascists in Argentine institutions may also have helped embed anti-Semitism in some areas of society, say investigators. Argentina has a Jewish community of some 300,000 people, Latin America's biggest and one of the world's biggest outside Israel.

The commission will seek ways of disseminating its findings, due to be presented in a report next year, to as many levels of Argentine society as possible, including the armed forces and the federal police, said Mr Klich yesterday. "Argentina is

moving from a culture of secrecy to one of transparency," he said. "We hope our findings can eventually be used to help in the construction of a civil society."

Extension of the commission's life follows a three-day session to review the preliminary findings work of its group of international researchers into about 10 separate fields of study. The commission is seeking to compile evidence on subjects ranging from the number of war criminals who took refuge in the country to their economic activities.



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INTERNATIONAL

IRAQ WEAPONS INSPECTORS RETURN TO SITES □ BAGHDAD OFFICIALS EXPECT SMOOTH PROGRESS TOWARDS SANCTIONS REVIEW

UN inspection teams resume monitoring

By Roula Khalaf in Baghdad

United Nations arms inspectors went to work in Iraq yesterday for the first time since the end of the crisis over weapons inspections. Caroline Cross, spokeswoman for the mission in Baghdad, said the inspectors had resumed the full range of their activities. Most of those who returned this week, however, were monitors.

Their main task is to

check the more than 400 facilities, including breweries and laboratories, that have already been inspected but must be checked to ensure Iraq does not use them to redevelop weapons of mass destruction.

Investigators who would go into sites to look for weapons and documents have yet to arrive in Baghdad, but Ms Cross said she expected staff reinforcements in the next days.

The US, which called off

air strikes on Iraq last week and after President Saddam Hussein agreed to allow the inspectors back, wants Uncom, the UN inspectors' commission, quickly to execute tough tests of Iraq's commitment to comply. Washington has warned it could still strike Iraq if it fails the test of co-operating with inspectors.

Iraqi officials appear confident that the resumption of inspectors' work will proceed smoothly, and pave the

way for the UN Security Council to hold a comprehensive review of sanctions. The review was offered to Baghdad in August as an incentive to reverse a partial ban on inspections. But the terms of the review agreed by the Council fell far short of Baghdad's expectations, which led it to October to escalate the crisis, and expand its ban to monitors.

Richard Butler, chief UN weapons inspector, is not expected to travel to Bag-

dad, but he said earlier this week that he would ask the Iraqi government to hand over two documents to which he had been denied access. A senior Iraqi official said late on Tuesday his government would "discuss" such matters with Uncom.

Bagdad is taking comfort that Kofi Annan, the UN secretary-general, will be the one to report to the Security Council on whether Iraq has met the test of compliance. He is seen by Baghdad as an

impartial party while Uncom is viewed with great suspicion.

Britain will convene a meeting of about 15 Iraq opposition groups next Monday to urge them to settle differences and work together to restore democracy to Iraq. British officials said. But they said that for the time being there would be no question of handing over large sums of money or any weapons to groups opposed to Mr Saddam.

To victims, sanctions do not seem to be aimed at Saddam

Battered and bowed, the Iraqi people find it difficult to believe the punishment is not intended for them, writes Roula Khalaf

In Baghdad's Arab market, a bazaar of leather goods and cheap clothing, children search through piles of garbage for bits of plastic, cardboard and cloth. Stuffing whatever they can find in bags, they deliver their booty to "wholealers", earning 1,000 dinars a day.

The amount, worth less than \$1, is a daily fortune in a city where salaries average a few dollars a month. The children, ranging in age between 7 and 12, have long since dropped out of school to support families that are struggling to survive after eight years of United Nations-imposed sanctions.

The most comprehensive sanctions in history have had a debilitating effect on Iraq's 22m people. A system aimed at weakening Iraqi President Saddam Hussein and perhaps dislodging him from power appears to have hurt Iraq's children the most, raising concerns that the next generation of Iraqis will have as defiant an attitude towards the west as Mr Saddam has today.

Sanctions have reduced Iraq to two distorted economies. The largest is a state-run welfare system which, under UN observation, distributes food and medicine.

The other is officially private but largely government directed, involving illegal trade and investment that have helped the regime survive.

A country with the second largest proven oil reserves in the world, in 1990 Iraq had a per capita income of more than \$5,500. By the end of the war with Iran in 1988 it was below \$4,000, but Iraqis still enjoyed one of the Arab world's highest standards of living thanks to a generous welfare state which allocated significant resources to education and healthcare, in spite of huge military spending.

However, by 1995, after five years of sanctions, per capita income had fallen to \$330 and it is estimated that 5,700 children were dying a month. Another million have been stunted from malnutrition and avoidable illness.

According to the UN humanitarian office in Baghdad, the oil-for-food programme, which now allows Iraq to sell up to \$5.3bn of oil every six months to buy mainly food and medicine, has led to significant improvements in the health sector and the rate of malnutrition appears to be "ebbing".

While the plight of the children is the most visible side of sanctions, their effects have been felt in every sector of Iraqi society and economy.

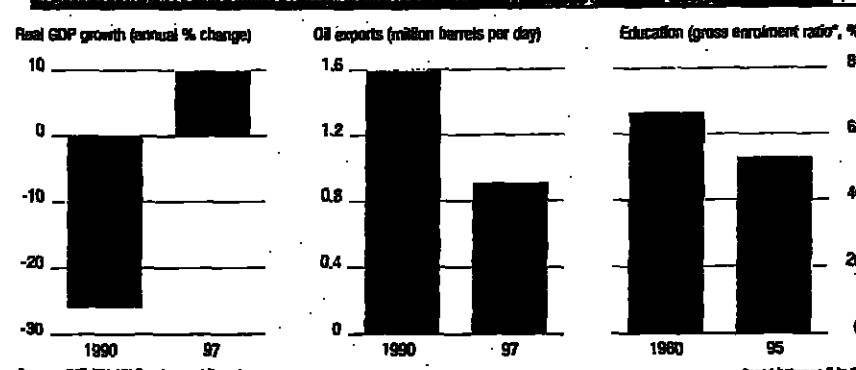
It is estimated that \$120bn worth of oil sales have been forgone in the past eight years. The expanded oil-for-food deal was meant to include the purchase of spare parts to help stem the deterioration in infrastructure, including electricity, water and health sanitation. But with a delay in the arrival of spare parts needed for oil production and the collapse in oil prices, Iraq is expected to have pumped in the phase ending this month only \$3.2bn worth of oil.

Of that, it gets to spend only about \$2.1bn. The rest goes to pay war reparations to Kuwait and the cost of the UN operation, including the arms inspectors searching for Iraq's weapons of mass destruction.

Agriculture has also been crippled by the lack of spare parts and livestock production has dropped by more than 50 per cent because of disease and poor sanitation. In education, Iraq's proud achievement, the UN Children's Fund estimated in 1996 that only 87 per cent of Iraqi children were enrolling in primary schools, down from 100 per cent before the Gulf war.

The Iraqi regime, mean-

Iraq: sanctions make their mark



Source: IMF, UN Development Report

while, has fared better than most Iraqis. It rebuilt much of the country after the devastation of the Gulf war. Then, before it accepted the oil-for-food programme in 1996, taxes levied on smuggling and manipulation of the black market maintained a small supply of foreign currency, but contributed to a massive rise in prices.

In the past two years, pressure for foreign exchange has been relieved. Illegal oil sales through Turkey and Iran and a greater willingness especially by Arab busi-

nessmen to break the sanctions and invest small amounts in Iraq have given the government at least a few hundred million dollars a year to spend freely.

These funds have made possible such things as an additional food ration for state employees or new cars for the police. They also allow it to maintain an extensive security apparatus as well as rebuild conventional military forces.

In these circumstances, the battered and isolated Iraqi population has been so

pre-occupied with survival that it has had little time or energy to entertain the dangerous idea of organising political opposition to the regime.

Moreover, the sanctions have lasted so long that few Iraqis can any longer believe they were aimed at their leader and not them.

The plight of the working children of the Arab market simply echoes the government rhetoric that the sanctions are a US conspiracy to destroy a great Arab country.

Flaws found in Year 2000 conversions

By Christopher Price in London and Avi Machlis in Jerusalem

Checks by some of the biggest corporations in the US and Europe have revealed serious flaws in work already undertaken to tackle the millennium computer bomb.

Unisys, the US computer systems and services group, said yesterday that a testing facility in the UK had uncovered problems with more than 20 of Britain's top 100 listed companies.

"Some of the issues we found would have taken their systems down," said David Palmer, Year 2000 programme manager for Unisys. "The quality of testing they have undertaken is very worrying."

The millennium computer bomb problem has come about because of the inability of older systems to recognise the change of date from 1999 to 2000. The fear is that many of these systems will malfunction as a result.

Crystal Systems Solutions, an Israeli information technology group, said yesterday that Ford, the US vehicle manufacturer, Pratt & Whitney, the US aero-engine company, and a large German car manufacturer were among 30 US and European companies to commission verification services this year for conversions done by other companies.

"More and more companies that classified their systems as compliant or converted are asking for verifications," said Ben Levy, Crystal's vice-president of marketing and sales.

In several cases we found date issues were either missed, not converted or converted wrongly. The problem is that one mistake in one program can cause a major problem to a business."

Mr Palmer said that most of the problems being thrown up in the latest checks were for companies

which had attempted to solve the problem in-house.

He said this often involved the company employing contractors to address the issue who perhaps were not completely familiar with the systems they were dealing with or the diagnostic tools they were using.

"In every instance we have come across of companies thinking they were compliant, we have found date relevant issues in their mission critical applications."

David Marshall, managing director of Greenwich Mean Time, a UK IT diagnostics company specialising in Year 2000 solutions, confirmed similar findings. "Too many companies have attempted to tackle the millennium bomb through a piecemeal approach to their systems."

Crystal said a verification job for a mid-sized company with 10m-20m lines of computer code could cost several million dollars and take more than three months to do properly.

The emergence of evidence that much of Year 2000 compliance work already undertaken may not have solved the problems will add further concern to governments attempting to contain the situation.

It follows a report last week from Cap Gemini, Europe's biggest software and services company, warning that it was too late for governments, organisations and companies in Europe and the US to solve the millennium bomb problem.

It advised the tackling of the problem in the essential services as a matter of urgency. It also emerged in the UK this week that the authorities had made contingency plans to use the armed services, in conjunction with the police force, to combat problems thrown up by the millennium bomb.

World Links for Development

...opening a world of learning

The World Links for Development Program is a global collaborative learning program sponsored by the World Bank. The Program links secondary-level students and teachers in developing countries with their counterparts in industrialized countries, via the Internet for two-way teaching and learning.

The objectives of the World Links for Development Program are to:

- Improve and expand educational opportunities for students in both developing and industrialized countries.
- Build capacity for developing countries to use information technology for economic and social development, and
- Facilitate cultural understanding among youth around the world.

Over the next three years the Program aims to reach 1,500 schools in 40 developing countries involving at least as many schools in industrialized countries.

The World Links for Development Program is seeking corporate, public and non-governmental financial and in-kind support to complement the \$2 million annual grant financing allocated by the World Bank. In-kind support is particularly needed for basic information and communication technology equipment (computers, printers, modems, ethernet cards, hubs, network cable, etc.), to establish school-based, networked, on-line computer labs. For interested corporate sponsors the World Links for Development Program offers significant public relations and business development opportunities in emerging markets, in Latin America, Africa Eastern and Central Europe, and Asia.

Interested corporate sponsors should contact:
Sam Carlson, WorldL Programme Manager
202-473-7561 (tel.), 202-676-0961 (fax), scarlson@worldbank.org (e-mail)
Elizabeth Ashbourne, WorldL Programme Partnership Coordinator
202-458-5247 (tel.), 202-522-1714 (fax), cashbourne@worldbank.org (e-mail)

Israel may start troop pullback from tomorrow

By Judy Dempsey in Jerusalem

Israel could begin a phased troop withdrawal from the West Bank tomorrow, ending weeks of delay and wrangling and finally starting the implementation of the Wye peace accord.

Pending approval from today's cabinet meeting, Israel will hand over 2 per cent of land under its exclusive control to joint Israeli-Palestinian rule. A further 7.1 per cent will be handed over to full Palestinian control.

Additional handovers will take place during the three-month implementation period. After that, Yasser Arafat, president of the Palestinian Authority, will have full control over 17.9 per cent of the West Bank and partial control over 22.9 per cent.

David Bar-Ilan, adviser to Benjamin Netanyahu, Israeli prime minister, said the pullback "will take only a matter of hours. It does not involve dismantling any military installations."

However, he warned that if the cabinet was not satisfied with the Palestinians' plans to confiscate illegal weapons, arrest 10 out of 30 suspected terrorists and pass an anti-incitement law,

implementation could be further delayed.

Palestinian and US officials said all such demands had been met. But there was some resentment that Israel did not give any commitment to stop expanding settlements or confiscating Palestinian land for by-pass roads which would give Jewish settlers easier access to the main roads.

There is also resentment over the way Israel has chosen to release Palestinian prisoners, who will be released from Israeli jails.

More than 3,000 prisoners are still being held by Israel. At the Wye Plantation talks just outside Washington, it was agreed 750 would be released in stages, with 250 prisoners due out in the first phase, possibly by the weekend.

But Israel said of the 250 prisoners released, 150 would include criminals. Palestinian officials, who wanted the list to include all political prisoners, are furious with this decision, particularly since all the remaining detainees, as agreed under the 1995 Israeli-Palestinian Interim Agreement, were supposed to be released before and during the final status talks.

Meteors fail to produce a storm

By Clive Cookson, Science Editor, in London

The Leonid meteor storm predicted for the early hours of yesterday morning was a disappointment for many people who had hoped to see a spectacular display of shooting stars - but a relief for space agencies that feared possible damage to their satellites.

There was no report of any meteor-induced malfunctions in any of the 600 or so satellites in orbit around the Earth. The crew of the Rus-

sian space station Mir, who sheltered in their Soyuz escape capsule, did not see or hear any impacts.

There were mixed reviews of the show from the ground. Some people in Asia saw as many as 2,000 meteors an hour at the peak of the shower yesterday, though in Europe activity had peaked earlier than astronomers had predicted, on Tuesday morning. Nowhere experienced a display to match the 150,000 meteors per hour seen during the last Leonid storm in 1998.

Uganda sells 51% stake in telecoms group

By Mark Turner in Nairobi

WorldTel, the International Telecommunication Union's investment fund, and Detcon, a Deutsche Telekom subsidiary, have won a tender for 51 per cent of Uganda's telecommunications company with a bid of \$23m.

Along with the award of a second national operator licence to South Africa's Mobile Telecommunications Network (MTN) in April and the flotation of Uganda Telecom's remaining 49 per cent within a few months, analysts expect the sale to spark rapid growth in the Ugandan telecoms market.

The International Finance Corporation, the World Bank's commercial lending arm, estimates that demand for telephone lines will increase from 50,000 today to 380,000 by 2005 and that total international traffic will rise from 24m minutes in 1997 to 268m minutes over the same period.

According to the terms of the tender, the WorldTel consortium is to install 100,000 new fixed telephones lines within five years, while MTN, which is expected to progress from mobile to fixed services next year, has a roll-out obligation of 80,000 lines.

While the two national operators will operate a duopoly on the fixed telephone market for five years, a third operator, Celtel, has been allowed into the mobile market, and there will be room for other internet, payphone and paging service providers.

"Unlike other countries, Uganda decided to go straight into competition," said Brian Samuel, an IFC telecoms expert. "That has

really injected some vibrancy into the sector: cell-phone rates, for example, have already plummeted by 50 per cent."

This week's announcement has also helped allay international donor concerns raised when Uganda's parliament suspended the country's privatisation programme in August, demanding the right to review all of the companies slated for sale.

After it transpired that the parliament did not have the powers to halt the programme, the government gave it 45 days to complete a report. That period has now expired.

"All preparatory activities are going ahead as planned," said Michael Opiyo, from the country's privatisation unit, adding that Uganda Airlines, the state sugar and tobacco concerns and a state-owned bank would be privatised by next March.

The World Bank says it was satisfied with the progress and transparency of Uganda's privatisation programme so far, but warned that it should not rest on its laurels.

"One of the top four constraints on investment in Uganda is a lack of infrastructure," said a Bank official. "Increased private participation in infrastructure is one of the top priorities for Ugandan growth."

Nonetheless, the country continues to outstrip its East African neighbours. Telecoms privatisation in Tanzania is expected to proceed over the next few months, but there is no clear date, while a telecom bill in Kenya is stalled at presidential level.

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NEWS DIGEST

US TRADE AND INVESTMENT

Millions of jobs depend on Europe, says study

A study published yesterday said more than 6m US jobs are supported by European investment, while American exports to Europe support another 1.5m US jobs. The study, published by the European-American Business Council, whose membership comprises multinationals from the US and Europe, makes a higher estimate of the employment benefits of European trade and investment than the study it published a year ago.

Direct investment from the 15 countries of the European Union and the four of the European Free Trade Area rose from \$368bn in 1996 to \$425bn in 1997, it said. Of the more than 6m jobs, 3.1m were provided directly by European companies, with the rest provided by their local suppliers. European investment accounted for 62 per cent of all jobs created by international investors in the US. European investors pay on average 34 per cent higher wages than their US competitors, the study says.

Trade with Europe supports a further 1.5m jobs, compared with \$1.3m estimated in last year's report. Stephen Fidler, Washington. *The United States & Europe: Jobs Investment and Trade: Fifth Edition, European-American Business Council, 1333 H Street NW, Suite 630, Washington DC 20006*

MEXICAN IMPORTS

Duties lifted on Chinese goods

Mexico has eliminated anti-dumping duties on 624 products imported from China as part of a broad accord re-assessing bilateral trade between the two nations, Mexico's trade ministry said yesterday. But it said it maintains compensatory tariffs against 1,360 Chinese products in areas such as textiles, clothing, footwear and toys to protect its domestic industry from potentially unfair trade.

The accord was reached between Hernando Blanco, the Mexican trade minister, and Zhang Xiang, China's deputy trade minister, who visited the Mexican capital. According to the trade ministry, the anti-dumping duties were lifted on goods that Mexico does not produce. It did not say what they were but the accord with China included revision of anti-dumping tariffs on imports of machinery, tools and organic chemical products. Mexico has been concerned about a flood of Chinese imports since it opened its borders to trade in the late 1980s.

Mexican exports to China have risen from \$9m in 1990 to \$46m in 1997, while imports from China have ballooned from \$30m in 1990 to \$1.25bn last year. This year Mexico has feared a rise in imports from the rest of Asia after widespread devaluations in the region. Henry Tricks, Mexico City

CHILEAN MUSHROOMS

Washington imposes duties

The US Department of Commerce has imposed anti-dumping duties on preserved mushrooms from Chile. The action follows the US International Trade Commission's unanimous decision yesterday that preserved mushrooms imported from Chile are being sold at less than fair market value and hurting US industries. The investigation also concerned preserved mushroom imports from China, India, and Indonesia but final decision on these imports has been postponed. US imports of Chilean mushrooms exceeded 5.4m pounds in 1997, making up 2.8 per cent of the 196.2m pounds of mushrooms consumed by Americans annually. Mushroom imports from China, India, and Indonesia totalled 44.1 per cent of total domestic consumption in 1997. The ITC will deliver its final determinations in early January. Shilpa Mohan, Washington

WHEAT FUNGUS

US questions Chinese worries

The US Agriculture Department said yesterday it was keen to resolve a dispute with China over a plant disease which has been hampering US sales of wheat to China. Robert Riemenschneider, director of USDA's foreign grain and feed division, said the disagreement over the TCK fungus, which has been found in US wheat, was also an obstacle to China's joining the World Trade Organisation.

"A meaningful resolution of this problem is a priority for the US, one that we believe must be resolved before China's accession to the WTO," Mr Riemenschneider said. China has been reluctant to import US wheat because of TCK, but US officials have challenged the scientific arguments made by China, maintaining TCK does not pose a danger. To allay Chinese concerns, a team of US experts has visited China to present new evidence that TCK did not threaten China's wheat production.

Washington's goal of pushing for greater trade reform would also help Chinese livestock producers to compete more successfully in world markets with other meat-producing countries in Asia, he said. Reuters, Beijing

Caribbean producers of bananas appalled by US

By Canute James in Kingston

Caught in the European Union-US banana trade war, Caribbean exporters accuse Washington of taking steps which threaten several of the region's already weak economies. Regional leaders say they are being unfairly penalised by the US, despite their years of co-operation on issues such as narcotics and money laundering.

The US has threatened to impose 100 per cent duties on a range of European products if Europe does not amend its banana import regime by January 1.

Supported by several Latin American producing countries, the EU must do more to eliminate its licensing system for imports while maintaining an import quota on Latin American bananas and a duty-free access quota that benefits Caribbean and other traditional exporters.

Caribbean governments have rejected Latin American criticism that they are opposed to free trade and want to maintain an unfair advantage in the banana trade. The region says the economic importance of

EU promises to stick by WTO rules

The European Union said yesterday it was playing by the rules in its banana trade row with the US and urged Washington to resolve the dispute through the World Trade Organisation. Reuters reports from Brussels.

If Washington appealed to

bananas to island economies demands special treatment, and that serious harm can be done to fragile economies by a sudden dismantling of the EU arrangement.

"It appears that the US has been determined for some time to damage the region's banana industry," said Edison James, prime minister of Dominica, one of the four islands in the Windward group whose economies depend heavily on bananas. "If the European Union capitulates, regional banana exporters will be the ones to suffer. The US is quite aware of the likely social, political and economic consequences. We are appalled by this action by the US."

The Caribbean producers

Canadian group in first use of Nafta clause

By Scott Morrison in Toronto

Loewen Group, the troubled Canadian funeral services company, has become the first corporation to invoke the Nafta investor state clause against the US government in an attempt to recover damages suffered as a result of a Mississippi court ruling.

Loewen alleges it was the victim of discrimination, denial of justice and uncompensated expropriation after a Mississippi jury in 1995 ordered the Canadian company to pay US\$300m in damages stemming from a breach of contract dispute. The plaintiff in the case, a Mississippi funeral home operator, had sought US\$28m in damages.

Loewen eventually settled its dispute for US\$175m. A company spokesman declined to specify the damages sought from the US government, but Loewen is believed to be seeking a settlement in the hundreds of millions of dollars.

The Nafta clause enables aggrieved foreign investors from Canada, the US and Mexico to launch actions against member governments, rather than wait for their own government to take up their case. Under the trade agreement provisions, federal governments could be found responsible for actions taken by state or provincial governments that do not meet minimum standards under international law.

At the heart of Loewen's claim is the Mississippi rule, under which parties seeking to defer execution of a judgment, pending appeal, must post a bond equal to 125 per cent of the value of the settlement. That meant that in order to appeal, Loewen was required to post a bond for US\$225m, which was roughly equal to the entire net worth of the company at the time. Given the situation, Loewen would contend it was forced to settle the suit under extreme duress, constituting a denial of justice under international standards.

The action, quietly filed October 30, is likely to be closely watched by other foreign companies involved in civil suits in the US, where the value of jury settlements in civil suits has risen dramatically in recent years. A number of US states have a similar appeal bond requirement. Loewen would also argue that statements and exhibits made during the case were biased and inflammatory and resulted in a discriminatory outcome. And the company would submit that the US\$50m settlement, seen by many lawyers as extraordinary given damages sought by the plaintiffs, would amount to uncompensated expropriation.

Loewen's case, which would be heard by a Nafta arbitration panel, might take several years to be resolved if the company does not reach a settlement with the US government.

Sound of the digital jukebox is sweet music to the ears of new groups on the internet

The success of a small US site has big implications for the mainstream industry, writes Alice Rawsthorn

When Jeff Patterson, a computer science student in Santa Cruz, California, started posting songs by unrecorded bands on a website called the Internet Underground Music Archive (IUMA), all he wanted was to help people to hear new music.

Five years later, more than 1m people log on to IUMA each month to listen to music by about 2,500 acts. Dozens of bands featured on IUMA have since been signed by established record labels, including Sublime, one of whose albums sold 3.6m copies in the US. IUMA is now looking for up to \$8m in venture capital to set up similar operations in Japan and Europe.

By the commercial standards of the "big five" multinational groups which dominate the \$38bn global music market, IUMA is a small, somewhat obscure enterprise.

But as one of the highest-profile digital jukeboxes now pumping out music from the internet, its development has important long-term implications for the mainstream industry.

Like many internet companies, IUMA is partly motivated by commercial concerns, partly by philanthropy. Anyone who wants to post their music on



An image from the IUMA website. It has 1m listeners a month

the site, regardless of quality, can do so by paying an annual fee of \$240.

Consumers can listen to the music online for free, or pay 99 US cents to download it on to an MP3 file on their computers. Some IUMA acts have paid to have a couple of hundred discs manufactured, and sell them by mail order from the site, with IUMA keeping 30 per cent of the proceeds.

So far, IUMA has grown steadily in terms of both the number of acts featured on the site, and music fans logging on to it. Its 11-strong team in Santa Cruz generally adds a few hundred new artists to the site each month, but still has a back-

log of 500 acts waiting for their music to go on.

Since IUMA's debut, thousands of similar internet sites have surfaced in the US. Many are cyber pirates, breaching copyright law by posting up copies of albums and singles without consent of the artist or record company. Others are legitimate operations, like IUMA, which concentrate on non-copyrighted music by acts without recording contracts.

These legal digital jukeboxes fulfil a similar function to the tiny, independent labels that have long provided an alternative distribution vehicle to conventional record companies. It costs so much less to launch and run

an internet site than an independent label, that the number of digital jukeboxes has risen rapidly.

They are also more accessible to the public, because it is quicker and easier for consumers to access music on their home computer than track down a recording in a record shop. They can also record and replay music downloaded from the internet on the growing number of CD recorders or portable MP3 players, costing as little as \$199.

For musicians, the proliferation of digital jukeboxes makes it significantly easier for them to record and distribute their music. Some see digital jukeboxes as a

means of attracting the attention of conventional record companies. Artists posted on IUMA have clinched record deals with subsidiaries of Sony, Time Warner, Bertelsmann and Seagram, which owns MCA Records, Sublime's label.

Yet a growing number of acts see the internet as an attractive alternative to signing with one of the "big five". This trend is likely to speed up, as internet usage increases and CD production prices continue to fall. Until recently, manufacturing costs were so high that most bands had to sign up if they wanted to distribute recordings of their music, but it now costs just \$1,000 to press 500 copies of an album.

At present, the mainstream music industry regards legitimate digital jukeboxes like IUMA, as fruitful hunting grounds for talent, while complaining about rising digital piracy. Most of the "big five" also have fairly advanced plans to distribute music on the internet, as soon as the necessary legal and technical controls are in place.

But over the long term, as the internet becomes increasingly popular as a vehicle for distributing and consuming music, the "big five" face the threat of losing control over a sizeable chunk of an increasingly fragmented music market.

They may not only find it harder to persuade new acts to sign record deals, but also to dissuade existing artists from opting out and distributing their music themselves.

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BRITAIN

UK-German job creation forum planned

By Robert Peston
and David Wighton

Gordon Brown, chancellor of the exchequer, will today announce an Anglo-German working party on job creation and economic reform in the latest phase of a comprehensive diplomatic campaign to bolster the UK's European Union status. The initiative will be launched after his inaugural meeting with Oskar Lafontaine, Germany's new finance minister.

The Brown-Lafontaine

talks - due to take place this afternoon in London - are regarded by senior UK officials as vital to the hopes of Tony Blair, the UK prime minister, of increasing UK influence in Europe. "Given the handicap we have in being outside the euro, we need to work doubly hard on our personal relationships to keep us in the thick of the European debate," said one official. Mr Brown, however, is keen to dispel the view that he has returned to an old-fashioned tax-and-spend agenda in

European Union negotiations in order to woo other socialist leaders. Critics from both ends of the political spectrum in the UK have detected a change in the government's position since the Social Democrats' September election victory ended 18 years of right-wing rule in Germany.

Mr Brown's backing for a European socialist parties' policy paper on "Economic Reform in the Framework of Emu" is consistent with his UK economic policies, insisted one of his col-

leagues. The UK would continue to resist EU plans to harmonise taxation, said a senior official, and Mr Brown would press on with his campaign to liberalise employment, product and capital markets.

However, Mr Brown's support for the socialist document implies that he favours "co-ordinating savings and corporate taxation" to prevent individual EU member states gaining a competitive advantage through the tax system. The UK chancellor will

also share with Mr Lafontaine his concerns that the new European Central Bank is insufficiently transparent in its decision-making process and should be more explicit about its inflation target.

Yet government supporters insist that any change has been one of rhetoric rather than of substance. Perhaps the most public display of the government's desire to be seen as part of the new left-of-centre consensus in Europe came at last month's informal EU

summit in Austria. EU leaders enthusiastically endorsed Franco-German plans for a co-ordinated push to stimulate growth, harmonise tax rates and set minimum social standards.

Mr Blair gave cautious backing to the focus on jobs and growth. Downing Street insisted there was no inconsistency with the previous tough line on public spending at home, or the stress on improving employability rather than directly boosting employment.

HOUSE OF LORDS BATTLE WITH GOVERNMENT FUELLED BY PLANS TO OVERHAUL CHAMBER'S VOTING POWERS

Aristocrats no democrats, say critics

By Deborah Hargreaves
in London

The assault by the British government on the voting powers of hereditary peers has been thrust into the limelight by a dispute over changes to the voting system in the 1999 elections to the European Parliament.

Although the Labour government has a large majority of elected members of the House of Commons, the opposition Conservative party continues to dominate the House of Lords, the unelected upper chamber of the UK parliament.

It looks as if the House of Lords, which Labour intends to abolish in its present form, will thwart the government's attempt to change the voting system.

The upper house has several categories of member. There is a majority of hereditary peers, such as dukes and earls who acquire the right to vote on legislation through inheriting their titles. There is also a minority of life peers who receive their titles for life, often after long political service.

Labour's bill to introduce a "closed list" voting system for the European parliament elections next June has faced successive defeats in the Lords. The closed list would give voters the chance to select a party, but not a candidate. Candidates would instead be allocated by the respective party machines.

The rest of the European Union votes by closed list, with only Sweden and Finland offering voters a choice of candidate.

The Conservative party



Baroness Thatcher, who was prime minister from 1979 to 1990, is a life peeress, so her son will not inherit her title. Gerald Cavendish Grosvenor, sixth Duke of Westminster, succeeded to the title in 1978. His family is one of the biggest property owners in central London.



Press Association

has used its majority in the upper house to obstruct the government's plans. Conservative peers have demanded an open list of candidates where voters can put a cross against a name.

The Lords and the House of Commons have each accused the other of undemocratic behaviour. The upper house usually adopts legislation proposed by the Commons. If a bill is defeated in the Lords, the government presents it

again and the Lords usually pass it.

But the debate has become more charged by Labour's plans to abolish the voting rights of hereditary peers before reforming the upper chamber. This will not affect the Queen Elizabeth and other members of the royal family, none of whom can hold political office or even vote.

The dispute is complicated by the reluctance of some of Labour's own members of parliament to accept closed

lists. Several Labour life peers, including former ministers, voted against the government on Tuesday when the bill was voted down for the fourth time.

Tony Blair, the prime minister, called the vote "an affront to democracy". His government has threatened to withdraw the legislation if defeated again. That would mean going back to the traditional British first-past-the-post system, in which an election is won by the candi-

date with the largest number of votes even if that is a minority of votes cast.

Jack Straw, the home secretary, said the Lords' action represented a direct challenge to the democratic authority of the elected House of Commons.

"The issue is no longer about the best electoral system for the European Parliament," Mr Straw said. "It's about the right of unelected hereditary peers - accountable to no-one but the Tory [Conservative] party - to frustrate the government's programme."

Conservatives want to introduce proportional representation to the European elections, but say an open list gives the voter the power to make an individual choice rather than leaving the selection of candidates to party machines.

Critics of the government say its insistence on a closed list is another example of its "control freak" centralising tendencies. The government counters that an open list would confuse voters.

Proponents of Britain's current voting system argue that the election of candidates by first-past-the-post ensures that representatives have local ties. This breeds loyalty to voters and local issues, they argue.

Viccount Cranborne, Conservative leader in the House of Lords, linked the dispute to the forthcoming battle over the House of Lords. He accused Mr Blair of seeking to create a wholly nominated second chamber, "something that would be the biggest closed list of all".

Treasury minister faces new calls to resign

By David Wighton
Political Correspondent

Geoffrey Robinson, the paymaster general [a Treasury minister], yesterday faced renewed calls for his resignation after being forced to apologise to the House of Commons over his failure to register directorships.

The opposition Conservative party attacked Tony Blair, the prime minister, for not telling Mr Robinson to stand down after he was criticised by the Commons standards and privileges committee. But Mr Blair said the errors happened before Mr Robinson became a minister and the prime minister's office made clear Mr Blair wanted him to stay.

The committee said Mr Robinson should have registered his shareholding in Stenbell, a company which acquired his rights to £3m (£5m) of shares in TransTec in a rights issue in 1996. The shares were then sold to Orion Trust, the controversial offshore trust of which Mr Robinson was a discretionary beneficiary.

Mr Robinson said he had not thought of Stenbell as a trading company and so registrable. But the committee said the share purchase was "a significant transaction". The committee had previously found Mr Robinson guilty of two other failures to register and said that the "cumulative effect of the shortcomings" warranted an apology to the Commons.

In a very brief statement, Mr Robinson apologised to MPs for the "oversight" adding: "No attempt was made by me at any time to use my position in this House to advance any commercial interest."

Mr Robinson was flanked by Gordon Brown, the chancellor of the exchequer, who has strongly supported him over the allegations. Mr Blair was known to be concerned about the controversy but was persuaded by Mr Brown not to move Mr Robinson out in the July reshuffle of ministers.

Malcolm Bruce, Treasury spokesman for the opposition Liberal Democrat party, said that Mr Robinson's credibility had been seriously undermined and he should consider resignation. The larger Conservative party pointed out that Robert Wareing, an MP in the governing Labour party, had been suspended from the Commons for a week for a similar offence. But that punishment was last week described as "relatively severe" by Sir Gordon Downey, the parliamentary commissioner for standards.

Paris court frees ex-MI5 officer

By Andrew Parker,
Political Correspondent

The UK government faced embarrassment last night after a French court rejected its request for the extradition of David Shayler, a former officer in the MI5 security service.

Mr Shayler, who was arrested in Paris in August, faces two charges relating to breaches of the UK's 1989 Official Secrets Act. Jack Straw, home secretary, has said a series of allegations made by Mr Shayler in UK newspapers about the intelligence agencies have damaged national security.

Elisabeth Penroy, the presiding judge in Paris, rejected the request for Mr Shayler's extradition but gave no reasons. The Home Office, which has not said a decision had yet been taken on whether to appeal.

Mr Shayler has made allegations that MI5 held files on

serving cabinet ministers, including Mr Straw and Peter Mandelson, chief industry minister, because they were once considered potential subversives. He has also claimed MI5 tried to kill Colonel Muammar Gaddafi, the Libyan leader.

John Wadham, Mr Shayler's lawyer, said: "This is a victory for freedom of speech. The French court recognised this was always a politically motivated attempt by the [UK] government to silence one of its critics."

Maurice Frankel, director of the UK Campaign for Freedom of Information, called for a review of the Official Secrets Act, which offers no public interest defence to those accused of breaching it. He added: "It must be very embarrassing for the government."

The Crown Prosecution Service said the file on Mr Shayler would remain open. If he returned to the UK he would face arrest.

Brunei prince wins lawsuit against KPMG

By Jim Kelly
Accountancy Correspondent

Prince Jefri of Brunei, the disaffected younger brother of the Sultan, yesterday won his battle to stop KPMG, his former personal accountants, working for the Brunei Investment Agency in its investigation of the sultanate's troubled finances.

Five Law Lords - senior judges sitting in the House of Lords - voted unanimously to grant the injunction but reserved the reasons for their verdict to a later date while awarding costs - expected to be about £500,000 (£840,000) - against KPMG.

The ruling is a blow to KPMG after months of legal argument in the High Court and Court of Appeal and opens the way for the Law Lords to give guidance on the effectiveness of so-called "Chinese walls" in protecting client information.

"Their judgment could go much wider than the

accountancy profession and include all those professionals who have to safeguard information - including lawyers, banks and finance houses," said one senior lawyer following the case.

The long-running action was brought by Prince Jefri who said he feared confidential information gathered by KPMG when they acted for him in the past might inadvertently be leaked to the Brunei authorities who had targeted him in their investigations into missing funds.

The case hinged on the effectiveness of Chinese walls within firms to guard sensitive information and on whether forensic accountants - who carry out investigations ahead of legal actions - owed the same wide-ranging duties to their clients as solicitors.

The "Big Five" accountancy firms and others have been watching the case closely because their expanding global practices depend

on the use of Chinese walls - a device also increasingly used by financial institutions such as investment banks.

The lower courts had heard how KPMG had sought to ring-fence data on Prince Jefri's personal financial affairs. Prince Jefri argued that they had not acted soon enough and had refused to tell him if they were working for the BIA.

Lawyers believe that the Law Lords may take the opportunity of their considered verdict to lay out the law on some or all of these issues. There have been several indications that senior lawyers are unhappy with present legislation.

KPMG said it had "maintained client confidentiality and that no evidence had ever been produced to suggest that KPMG had breached any client confidentiality".

KPMG will continue to act as auditors to the BIA.

Patten denies proposal to disband N Ireland police

By John Murray Brown
in Dublin

Chris Patten, chairman of the independent commission on police reform in Northern Ireland, yesterday strongly denied reports that a preliminary draft of his recommendations envisaged disbanding the Royal Ulster Constabulary, the region's police force.

A report in yesterday's Irish Times newspaper claimed the Patten commission would recommend the RUC be disbanded, with serving officers invited to reapply to join a newly constituted police force.

Those choosing not to join would be entitled to generous severance payments. The newspaper said the force would be unarmed, and

be organised with links to municipal authorities.

Mr Patten, chief Northern Ireland minister in the UK government, attacked the report as "irresponsible". It was also scorned by Mr Patten, a former Conservative minister, who later became the last colonial governor of Hong Kong.

But David Trimble, first minister in Northern Ireland's new administration, called a meeting with Mr Patten. "All sorts of different ideas are in existence," Mr Trimble said. "We know that those who do not have the well-being of the people of Northern Ireland in mind are putting forward all sorts of different and crazy proposals."

But he added: "We remain concerned because specula-

tion does not appear out of nowhere."

Mr Patten is not due to report to the government until next summer. The commission is conducting public meetings to hear local views on the changes needed to make the police more widely acceptable.

The Northern Ireland police federation raised fears earlier this week that abolition of the RUC was part of a trade-off to secure "decommissioning" of weapons by the Irish Republican Army. Ms Mowlem strongly rejecting the suggestion that he had been in jail. But like other former paramilitary prisoners, he is trying to put those missing years behind him.

The 200 republican and anti-republican "loyalist" paramilitaries already freed under the April peace agreement may be welcomed as heroes in their own neighbourhoods. But when paramilitary groups are still refusing to take their guns out of commission, the sight of ex-prisoners walking free disgusts many people.

Ex-paramilitaries struggle to live with offender tag

Prisoners released early under the peace agreement find it hard to adjust to a new existence, John Murray Brown reports

When Jimmy, a former "loyalist" paramilitary, applied for a job after his recent release from the Maze prison in Northern Ireland, his prospective employer was a little puzzled by a large gap in his resumé.

He should have made clear he had been in jail. But like other former paramilitary prisoners, he is trying to put those missing years behind him.

The 200 republican and anti-republican "loyalist" inmates already freed under the April peace agreement may be welcomed as heroes in their own neighbourhoods. But when paramilitary groups are still refusing to take their guns out of commission, the sight of ex-prisoners walking free disgusts many people.

While the public still has deep misgivings about the early release scheme, the UK government is clearly reluctant to be seen as helping prisoners re-integrate themselves and start a new life. There is no special government money for the task. The only funds going towards these groups are European Union aid under the peace and reconciliation programme.

Apart from that, prisoners receive the equivalent of a week's benefit in advance on release - the so-called discharge grant - of about £50 (£84). Those without homes receive a further £51.

Brian Curtin, the South African human rights lawyer, who has been appointed to head the Northern Ireland sentence review commission,

believes too little has been done to anticipate the problems of re-integrating prisoners.

"In South Africa there was an assumption that political change would result in social change; that they would get the jobs they wanted. Here the attitude of society to prisoners is much more negative. They are still seen by most people as either terrorists or thugs." Prisoners in Northern Ireland feel the government has acknowledged their special status by agreeing to early release. But once outside they find little has changed.

The self-help ethos runs deep, particularly among republicans. Many taxis in west Belfast are run by former inmates, though it is

notoriously difficult for ex-prisoners to secure a licence to carry passengers. Obtaining a truck driver's licence is nearly impossible, prisoners complain.

One of the problems is that by working exclusively with their own welfare groups - usually linked to the paramilitary organisations - they have shunned the counselling and other services that could be provided by statutory bodies such as the Northern Ireland Association for the Care and Resettlement of Offenders. "It's the offender tag in our name that puts them off," says a Nacro official.

Caral Ni Chuilin, who runs a republican prisoners' centre, says: "To work with these organisations would be criminalisation by the back door."

Ken Clelland is an east Belfast businessman who is

trying to ease the former inmates back into normal life, working with the prisoner organisations to find suitable jobs. Some 100 businesses have said they would employ ex-prisoners on their merits.

Under security vetting rules, former paramilitaries are barred from taking jobs in the state sector - which accounts for 30 per cent of employment in Northern Ireland. Contractors reliant on public tenders are also wary of taking on former prisoners.

In addition there is a list of professions - including the law and teaching - that have to disclose information on employees' criminal convictions. Michael Ritchie, who co-ordinates the republican prisoner groups, says: "There needs to be a prohibition on discrimination on jobs, in effect an amnesty."

NEWS DIGEST

EMPLOYMENT LEGISLATION

Trade union chiefs warn Blair over worker rights

The Trades Union Congress warned the government yesterday not to surrender to "vested interest lobbying by Britain's bad employers" over proposed changes to its forthcoming legislation on worker rights and recognition of trade unions in workplaces.

The TUC executive protested after meeting Tony Blair, the prime minister, and Peter Mandelson, the chief industry minister. Mr Blair made clear he was impressed by employers' arguments to water down the government's proposals on union recognition.

"Any such moves would cause widespread consternation," said John Monks, TUC general secretary. "Good employers tell me they have nothing to fear from the fairness at work white [policy] paper as it stands. Further concessions would destroy any government claim their approach is based on balance."

Mr Monks pointed out that employers had already secured from the government "an unfair and arbitrary ballot threshold" which will require unions securing 40 per cent support from those eligible to vote in an agreed bargaining unit. In addition, small companies covering a quarter of the workforce will also not be covered by the planned recognition proposals. Robert Taylor, London

CONSUMER SPENDING

More evidence of slowdown

Heavy discounting by retailers has failed to draw consumers back to the shops. Official data published yesterday show discretionary spending has dropped sharply, dragging down retail sales 0.4 per cent in October. The second consecutive monthly fall in retail volumes offered hard evidence that an underlying slowdown in consumer spending was underway, said the Office for National Statistics.

The figures triggered speculation yesterday that further interest rate cuts could be needed to head off a damaging economic slowdown. Christopher Adams, London

BSE INQUIRY

Agriculture ministry attacked

Edwina Currie, a former health minister, has attacked the agriculture ministry for being "crass, incompetent, hostile, dangerous" in handling food safety matters such as the "mad cow" crisis. Mrs Currie resigned from Margaret Thatcher's government in 1988 amid fury from farmers after she had said "most" eggs were infected with salmonella. In written evidence to the BSE inquiry, Mrs Currie said the ministry "had long set itself up as the trade union for producers" and lacked respect for the public health interest.

Mrs Currie, who is scheduled to appear before the inquiry on Monday, spoke about her evidence yesterday and accused the ministry of underestimating the incidence of BSE. Gautam Malkani, London

CUT-PRICE AIRLINE

New routes to be opened

EasyJet, the independent cut-price airline, is opening for new direct routes from Liverpool in north-west England. Its new daily scheduled services to Geneva, Barcelona, Malaga and Belfast in Northern Ireland will start in January. Two of EasyJet's new Boeing 737s will be based in Liverpool, which is to be upgraded to an EasyJet base, rather than a destination. The company, which also operates out of Luton, to the north of London, said a further two 737 aircraft would join the Liverpool fleet next year, adding further destinations. Sheila Jones, Manchester

ROYAL RECOGNITION FOR CITY

Euro questions at Merrill Lynch



Queen Elizabeth and her husband Prince Philip spent yesterday visiting institutions including the Bank of England - the UK central bank - the Stock Exchange and the trading floor at Merrill Lynch, the US investment bank. Aides said her intention was to recognise the City's role as a big earner and employer in the UK and as one of the world's largest financial centres. She asked John Key, head of foreign exchange at Merrill, about the effect of the euro on British businesses. "She was certainly very knowledgeable and asked about investor concerns at the moment and obviously understood that the euro would make an impact," Mr Key said. Earlier yesterday, the Queen had opened the headquarters of the new Financial Services Authority at Canary Wharf in London's Docklands.

She and the duke had lunch at the headquarters of the Financial Times; she is seen here signing the visitors' book. Last night, the Queen and prince held a reception at Buckingham Palace for representatives of City institutions.

The future: a brief history.

It is the way of things that, all too frequently, fate fails to read the script we have so carefully prepared for it.

Our long-term vision of Europe, however, suffers no such uncertainties. As a business case, Europe is irresistible.

Here is a territory whose markets are both vibrant and liquid. With an intriguing mix of the developed and the developing. Even in its infant state, Europe now accounts for a third of the world's GDP.

Its landscape is being shaped by businesses which, increasingly, are thinking of Europe-wide sectors rather than mere domestic share.

And it is inhabited by a longer-living population; one which is grasping quickly the need for lasting financial self-reliance.

From where we sit, Europe's future can already be written with some confidence. Even now, the region is tearing down any barriers that stand in the way of growth — be they banknotes or boundaries.

For those who have the vision to seize them, the opportunities of the next decade will be rich indeed.



Merrill Lynch

MANAGEMENT & TECHNOLOGY

MANAGEMENT VIEWPOINT SUMANTRA GHOSHAL AND SIMON CAULKIN

Escape from ruthlessness

The hard-driving, dictatorial corporate chief is in fashion – but other options allow a more humane and reasonable style of leadership

At a recent conference on corporate transformation, a well-known management consultant and author startled his audience by naming a top US industrialist as both the best CEO the company had ever had – and an "asshole".

He was recalling a debate among a group of young managers around a conference table at that company's management training centre. The statement was meant as a compliment – not that the CEO was personally highly unpleasant, but that he knew how to take tough decisions for the good of the company.

However, it provoked a passionate and unexpected response which, in coffee breaks and over meals, became a mirror to the conference's official theme: can only such people bring modern corporations up to speed? Does transformation of ossified organisations and entrenched cultures require a degree of ruthlessness that lies beyond the reach of decent people?

If so, is the only role for reasonable men and women in management – especially change management – to step aside and offer themselves up as self-sacrifice? Is there an alternative?

As participants delved into these themes, it became clear that the conference itself was a rich microcosm of the dynamics at play. Some of the world's most respected companies attending the event were change consultants and business academics, all earnestly debating how to bring about change and manage it better, for the benefit of – what? Suppose that, with the best will in the world, in our

search for greater efficiency, speed and thoroughness, we were all part of an infernal cycle, a profoundly coercive system in which managers, change agents and academics were all collaborating to make both work and leadership – although materially rewarding – a crippling and inhuman experience?

There is no novelty in recognising the dangers of unprincipled leadership. We learnt of those dangers quite well during two world wars.

As a result, we learnt to cherish leadership, with a small "l". Embarrassed by the scandal of its former chief executive Sir Henri Deterding, a leader who developed the wrong sympathies in the last war, Shell created a governance system in which no individual could exercise exclusive power. Continental European companies devised complex systems of checks and balances, as did companies in Japan, and even North America.

What is new is that we are once again falling in love with leadership, with a capital "L". At least in the corporate sector, we see it rising everywhere, not only in the form of Jack Welch (GE) or Andy Grove (Intel), but also in the form of Percy Barnevik (Investor, and formerly ABB), Ferdinand Piëch (Volkswagen), Dhirubhai Ambani (Reliance) and Lee Kun Hee (Samsung).

Similarly, the dehumanisation of work is not a new complaint. What is new is the enormous pressure being created within companies, propelled by a powerful dynamic of competition and reward among investing institutions and corporate managers.

This pressure has placed an

unprecedented premium on executives who are "unreasonable": people ambitious and determined enough to go to extraordinary lengths to fulfil their mission to capital markets. They put it above everything else. That is what boards seek in their CEOs and, in turn, what CEOs seek of their subordinates.

Such people are individually celebrated in the business press. Collectively, their traits are bundled into the composite of today's ideal business leader: hard-driving, decisive, ruthless, heroic, independent, male.

Such managers are hugely influential as role models and recruiters in their own image. Yet they do not exist in isolation.

Management today suffers from a profound moral and philosophical vacuum

Lower down the organisation, ambitious fast-trackers remain willing to collude in their own dehumanisation, in return for the promise that they too will get a turn at the helm. Academics and consultants devise new justifications for unreasonableness and arguments to keep the treadmill moving faster.

The press, too, plays a part. By identifying companies with their leaders, oversimplifying the determinants of success and hero-worshipping strong, top-down "Leaders", they not only celebrate this model of

management, but they simultaneously delegitimise those who are unwilling or unable to play by its rules.

Is there an alternative, or are we destined to live in a corporate world that will soon be led not by Mr Welch, the man, but by Mr Welch, the image, personified in men like "Chainsaw Al" Duplap?

One can go back to Plato to look for answers. One alternative is to find ways to develop philosopher kings who will exercise absolute power with wisdom, compassion and restraint. The other option is to redesign the system, to bring in more checks and balances to moderate the risk of human frailties.

The first option requires a fundamental redesign of leadership development processes in companies and business schools. Large corporations are not only one of the most powerful institutions of modern society, they are also among its most precious assets. Versatile and creative, they are capable of amplifying human effort across national and cultural boundaries. They create and distribute most of society's wealth, innovate, trade, generate choice and raise living standards. They are the custodians of society's resources, and serve as the principal engine of progress. It is important for senior managers to frame their own roles within an understanding of the role of the institutions they lead.

Management today suffers from a profound moral and philosophical vacuum. There is a need to reinstate both as integral parts of management development processes. It may not lead to philosopher kings, but it would at least help each potential leader confront the choices that he or she must make, and the implications

of those choices.

The second option is more pragmatic and more complex. We have created a system in which the desires of one constituency – the institutional investor – are hardwired to management behaviours, through a direct connection maintained by the board.

Simultaneously, we have also shaped a normative order in which there are no upper limits to return on capital. There are clear upper limits on returns to labour – epitomised by the naming and shaming of "fat cats" in boardrooms – defined largely

in social and moral terms. Yet, for capital, there is neither any friction on flow, nor any limit on expectations of return.

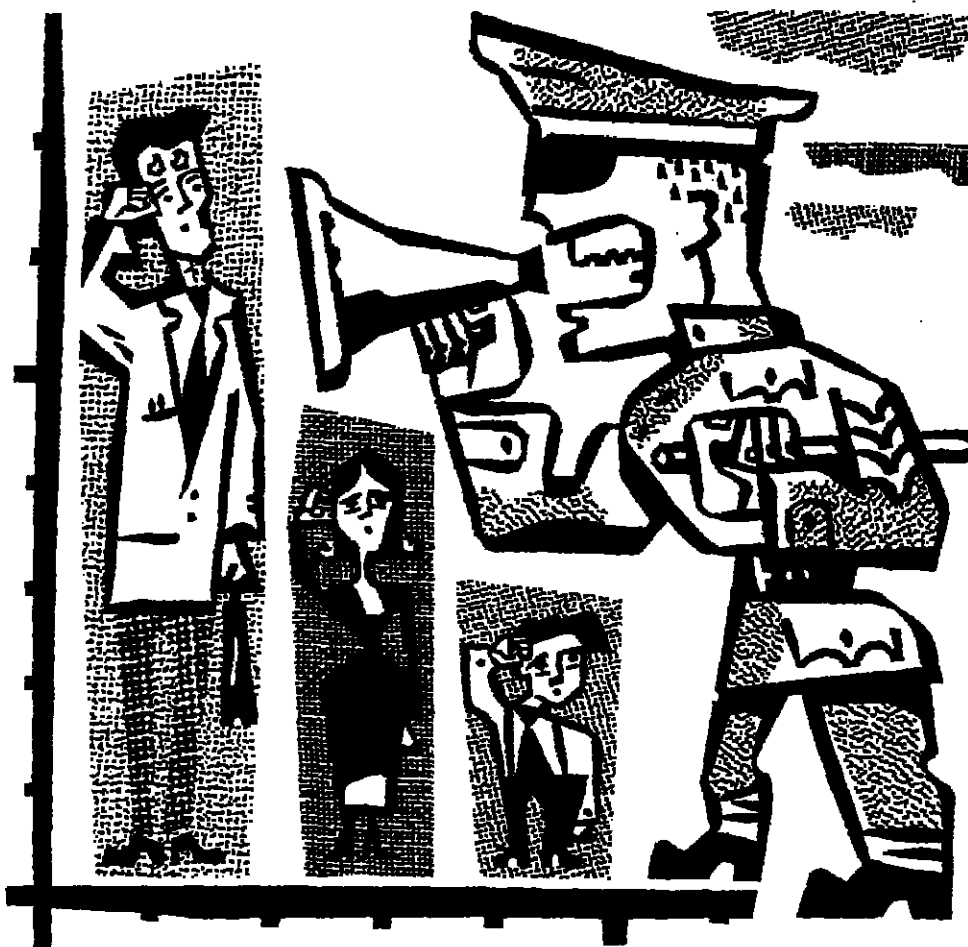
We have to confront the questions: is there any boundary to this normative order, this theory of investor capitalism? Should these boundaries be reflected in legislation, in the structure of corporate governance, and in the formal responsibilities of the board?

There is no inevitability about the asshole model of management. We do have a choice. But it would be

dangerous to deny its power, or the impetus of the dynamic that perpetuates it.

"Reasonable" people – managers, consultants, academics, et al – must work as hard as their driven counterparts to articulate the necessary alternatives.

Sumantra Ghoshal holds the Robert P. Bauman Chair in Strategic Leadership at the London Business School. Simon Caulkin is a journalist and management writer.



TECHNOLOGY WORTH WATCHING

New technique 'improves detection of malignant cells'

When Lev Goltsman emigrated from Russia to Israel in 1991, he took with him several skills, as pathologist, natural scientist and acupuncturist, writes Judy Dempsey.

After working in an Israeli hospital, he was persuaded by Dan Gelvan, a business economist, to join CellStain, a small government-subsidised company working on detecting malignant cells in the most reliable and efficient way.

The conventional way to do this involves placing cells on a slide. A histo-chemical process is used to stain the cells, highlighting their structure. They are then inspected by conventional light microscope to see which are malignant.

To improve the precision of

this method, Dr Goltsman started using plant extracts. By combining proprietary histo-chemical techniques, biological stains and plant extracts, CellStain found it could differentiate between normal and malignant cells in a relatively fast 15 minutes. Normal cells were stained green; malignant ones red.

CellStain believes malignant cells can be distinguished more easily by this method, and decided to use it for detecting cervical cancer. The most common test for cervical cancer is the Pap smear which aims to discover the prevalence of precancerous cells by means of screening.

Mr Gelvan believes his CellStain method could increase the detection of pre-malignancies and malignancies on alcohol-fixed cervical smears. Moreover, labour-intensive manual screening could be replaced by a

computer-integrated image-analyst system capable of screening Pap smears.

He says the computerised system could determine the adequacy of the smear – indicating, for example, whether enough cells had been scraped for examination or whether the slide was clean. It could also indicate whether further screening was necessary. The new device would indicate the areas on the slide where positive cells had been detected.

Although in very early stages – clinical trials are due to start in the next 18 months – CellStain has conducted a blind pilot study for cervical cancer with an Israeli hospital.

Out of 83 women, it detected six cases of suspected premalignancy which had not been detected by the conventional technique. CellStain Technologies, Israel; fax 97289408085; e-mail cellstain@netvision.net.il

Sinking marks without trace

A process that eliminates the "sink marks" often associated with injection-moulded products could soon be used to mass-produce panels for the motor industry, its developers believe.

Two British consulting engineers who have licensed their technology to Battenfeld, the German manufacturer of injection-moulding machinery, say that whole sides of cars and complete doors could be made by the process, writes Tom Linton.

Don Griffiths and Roger De'Ath, of Devon-based Kontor Moulding Systems, believe it will enable exterior vehicle components to be produced to a high-quality finish in any colour. The technology could also be useful to other industries

mass-producing items made from reinforced and flame-retardant plastics.

In conventionally moulded thermoplastic products unsightly "sink marks" often appear along the line of reinforcing ribs and webs as the material cools in the mould. Where aesthetic factors have to be considered, this has restricted the size of items requiring ribbing for strength.

To counteract shrinkage, Kontor's technology applies nitrogen under pressure to one side of an injection moulding while the material is cooling. The tool's inside surface is modified to allow an even distribution of gas across the moulding and to give an effective gas seal.

The process, known as Airmould Contour, is being evaluated by the cosmetics industry. Developed in conjunction with the Polymer Centre at Exeter University, it is also said to be faster than conventional moulding.

Don Griffiths, Kontor; tel UK 1803 521009; fax 1803 552663

Garlic's secret

Garlic's medicinal qualities have long been known. Now nutrition researchers at Penn State university in the US have thrown light on some of the herb's mysteries, writes Andrew Baxter.

Yu-Yan Yeh, professor of nutrition, and Lijuan Liu, a doctoral candidate, have identified a group of chemicals in garlic that reduces by 40 per cent to 60 per cent the production of cholesterol by rat liver cells in laboratory tests. The three water-soluble, sulphur-containing chemicals are S-allyl cysteine, S-ethyl cysteine and S-propyl cysteine.

Separately, Kun Song, doctoral candidate, and John Milner, professor and head of the nutrition department, have shown that microwave heating or



Gloves cure: garlic may help fight cancer and reduce cholesterol

roasting garlic can diminish or destroy its anticancer properties, unless the herb is chopped or crushed and allowed to stand for at least 10 minutes before cooking, activating an enzyme crucial to the production of compounds which possess anticancer properties.

Penn State: Dr Yeh, e-mail yyy1@psu.edu; Dr Milner, jam14@psu.edu

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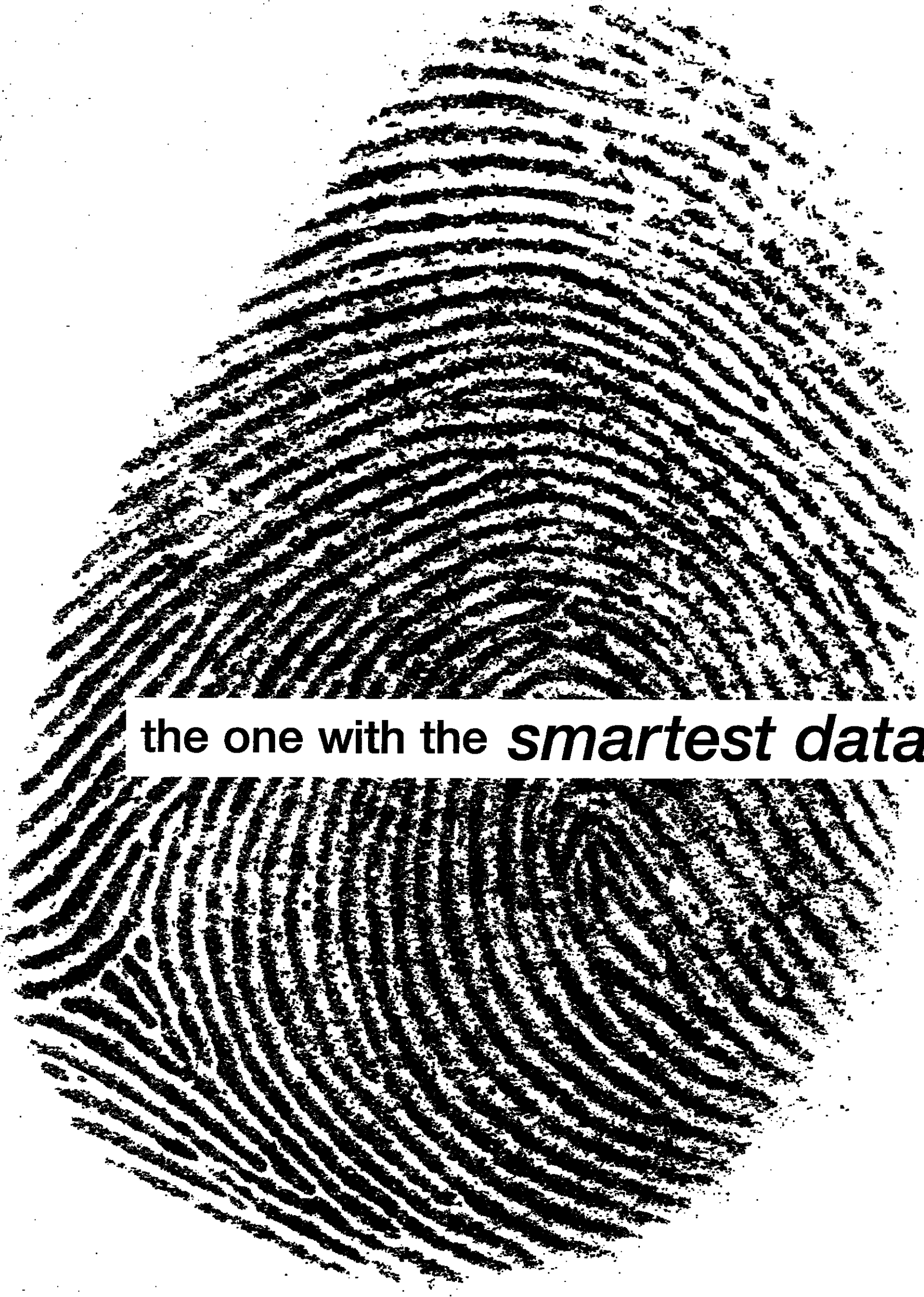
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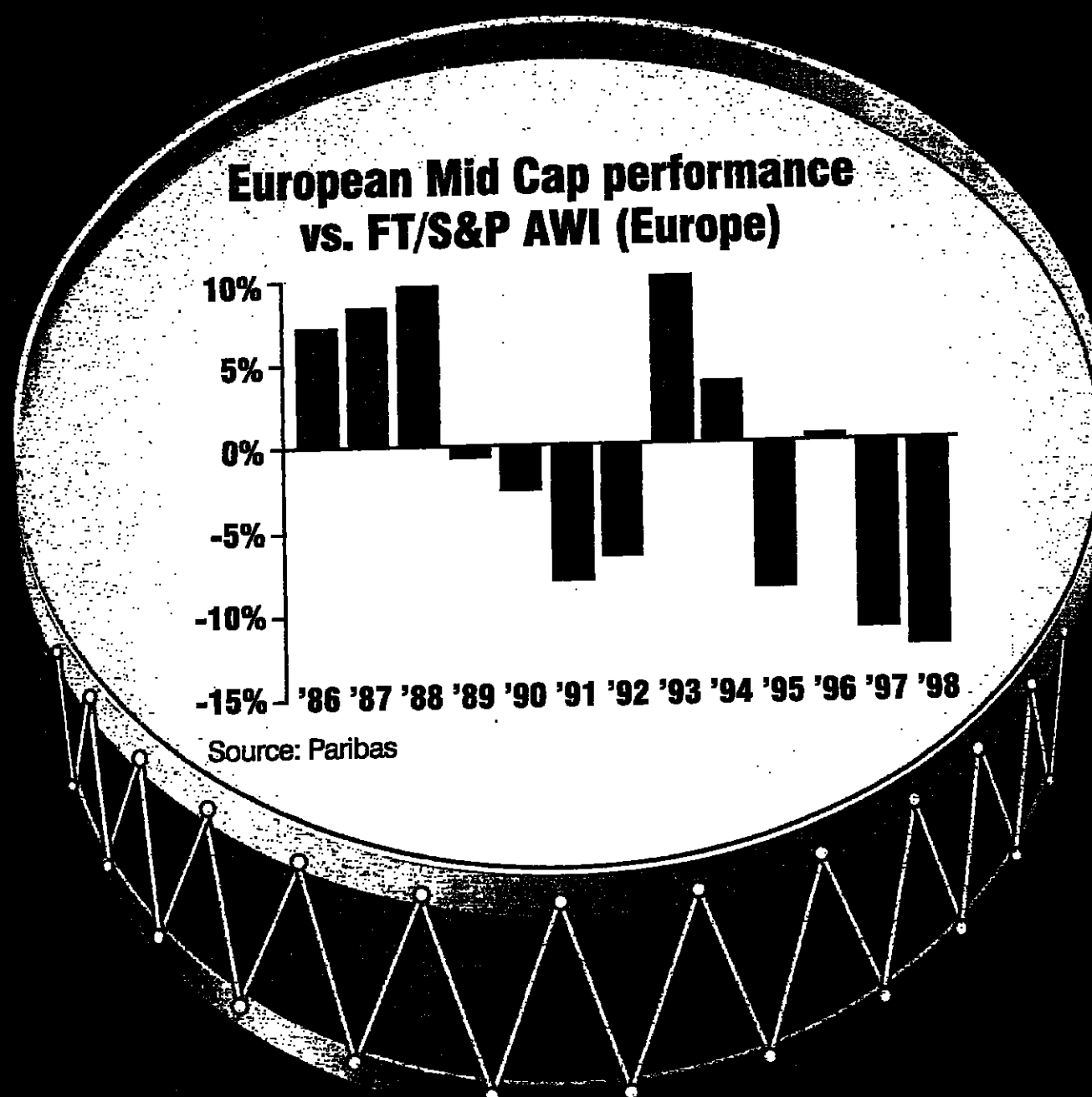
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THE ARTS

CINEMA

Under the spell of eels and guns

Nigel Andrews finds a Japanese fable and Golden Palm winner full of good ideas

What's in a Golden Palm? The 1997 Cannes Film Festival has been to take 1½ years to either artistically into Britain, with the risk that we may have forgotten why we liked it so much at the time. This is a bizarre Japanese fable. Man goes to jail for the violent murder of his unfaithful wife; man emerges eight years later to become a village barber, fall in love with a wife and even more on the pet eel kept in a living-room tank. My theory is that *The Eel* was funny, not always intentionally, and laughter at a film festival is like lemonade in the desert. Another theory: the only people who win the Golden Palm twice, as director Shohei Imamura has done, are those who were lucky to win it once. Compare Emir Kusturica and Bill August of *Best Intentions* and now (see below) *Les Misérables*. Imamura was first bonded at Cannes for the weird *Ballad of Narayama* (1983), in which death-obsessed peasants clambered mountains to mystic oblivion. This director has a plain, gnomic, almost staccato style. Each scene seems a *tableau vivant* barely related to others. And his characters dwelling on the social fringes – prostitutes, criminals, the poor or persecuted – make few bids to add loveability to roughness, or glamour of soul to fragility of facade.

Yet *The Eel* does cast a spell, mainly because Imamura is intrigued by the unaccountability of the *idée*

fixe. Number one *idée* belongs to the eel-ennamoured hero (Koji Yakusho), whose passion may have symbolic value for us in twinning a resilient outcast reptile with its likewise owner but whose psychological underpinning for him remains intriguingly elusive. Other *idéas* are those of the local madman who marks out a landing space in a

THE EEL
Shohei Imamura

ROUNDERS
John Dahl

RONIN
John Frankenheimer

ANGEL SHARKS
Manuel Pradas

DEAD MAN'S CURVE
Dan Rosen

LES MISÉRABLES
Bille August

confined for extraterrestrials and the girlfriend's mother who cannot stop dancing. The film's love of madness even infects its style and syntax. There are little wingdings like the insert-shot of a bullfrog burping or the hero's split-second nightmares and eel dreams. *The Eel* does not exactly "add up" as a film, let alone a fully audited life story. But then – Imamura's point – neither does human behaviour. We are all animals led

by desire, impulse, serendipity and wistful appetite, even though we may pretend to be much more.

"If you can't spot the sucker in your first half-hour at the table, then you are the sucker," overvoices Matt Damon in *Rounders*. Card-playing has made fine movies, but this latest from *The Last Seduction* director John Dahl is not one of them. Despite its carefully carpentered maxims or perhaps because of them – "We can't run from who we are, our destiny chooses us," pontificates Martin Landau as Damon's law professor – the movie seems inert, sententious, bromidic.

We are asked to care whether Damon continues his studies, with exams approaching, or neglects them for felonious card-sharping. Since we have seen Damon in lawyerly action in *The Rainmaker*, we would rather be card-sharped. Many are good-to-watch roles that and much of this and the heart-throb hailed for *Good Will Hunting* will beat the Hugh Grant record for fastest ever burnout.

The movie is stolen by Edward Norton as Damon's jail-released chum and tempter. Norton has no good looks to showcase, so he gives us a nervy, grungy, hyperkinetic Mephistopheles. With that seedy-school-boy face constantly warped by malice or mischief, Norton seems ahead of everyone's game. Only when or John Malkovich's Russian poker supreme is on screen does *Rounders* behave as if its director and writers



Action overdrive: Jean Reno in 'Ronin', where cars screech, guns tattoo and bodies thump

(David Levien, Brian Koppelman) wanted to deliver a movie rather than a moral tract.

Goodness knows what John Frankenheimer and writers J.D. Zeik and Richard Weisz (aka David Mamet) wanted to deliver with *Ronin*. But honesty compels me to say that I enjoyed every minute – almost – of a film that mature assessment would denominate as tripe. A gang of crooks led by Jean Reno and Robert De Niro are undone by internal betrayal (who might it be?) after a high-stakes robbery.

We start in an unconvincing nocturnal Paris, where the shade of Inspector Clouseau seems close. Matters become no more plausible by day as De Niro bunks his De Niro-ish stuff and an "inter-

national cast" of Sean Bean, Stellan Skarsgård and Natasha McElhone gather round the heist-plan drawing board. But once the film moves into action overdrive, everything becomes brighter and busier if not actually better.

Frankenheimer makes cars screech, guns tattoo and bodies thump, and there is a terrific scene with De Niro supervising a bullet's removal from his own body. (At the end he gasps, "If you don't mind, I'm gonna pass out"). In this second half, we are only briefly detained by a pause for pretension, when cameo-player Michel Lonsdale expounds the Japanese history of the Ronin code. Thank you. Title explained. Now let us get back to the bang-bang.

The French film *Angel*

Sharks (Marie Baie Des Anges) has a wonderful insouciance of structure. Its portrait of errant teenagers living for sex, crime and casual self-discovery on the Côte d'Azur might have been edited by a group of Dadaists wearing blindfolds.

We clutch at meanings and connections. Who is the boy (Frédéric Maigras) robbing the ritzy villa? Why does he shoot his friend in a prologue that might be a flash-forward? Does he know the girl (Vahina Giocante) who is suddenly tarding with a group of American sailors? And how does all this relate to the "Angel Rocks" shaped like shark fins out in the bay, a mythic bay named after the Nice one but clearly pieced together from shots of France and Italy?

When not infuriating,

though, the film is magical. Christophe Pollock's wide-screen photography creates an Arcadia, where blue seas caress jungle-like hinterlands and in which director Manuel Pradas moves his cast about like animals searching for prey. A little more lucidity of plot might have helped. Then again, a little more lucidity might have wrecked it all.

A critic knows he did not survive a film fully conscious when he cannot read his own notes, scrawled through a Lethargic haze. Dan Rosen's *Dead Man's Curve* is a *déjà-vu* everything black comedy – *ou, enigma, senti* – about murder-plotting students. Rosen scripted the acutely similar *The Last Supper*, star Matthew Lillard was in the painfully comparable *Scream* (twisty, post-

modern) and the lighthouse on the cliff is out of *The Fog* by *Final Analysis*. Rosen should get a life rather than seeing old movies or cannibalising his own.

Finally, Bille August's *Les Misérables*, yet another movie (latest count, 15) of the Victor Hugo warhorse. Like several reviewers I arrived late for the half-hour-early press show thanks to distributors failing to distribute alerts. We found Liam Neeson's Valjean already operating as Mayor of Vigau, already emoting over Uma Thurman's dying waif and already crossing verbal swords with Geoffrey Rush's sinister Javert. All goes to plan after that – escapes, showdowns, Paris uprising – in a film as predictable as Christmas.

Great expectations between friends

MUSIC

ANDREW CLARK

Vienna Philharmonic/Jansons
Royal Festival Hall
Tishak Perelman
Barbican Hall

Much missed in London these past three years, Mariss Jansons returned on Tuesday to the Festival Hall – not with the London or Oslo Philharmonics, the two orchestras with which British audiences associate him, but with the Vienna Philharmonic. It was a relief to find him conducting with an energy and sparkle that belied his recent history of heart trouble.

The prospect of Jansons making music with an orchestra of such distinctive sound drew a full house. But despite a second encore of the Johann Strauss polka *Unter Donner und Blitz*, which had enough fizz to earn Jansons an invitation to Vienna at New Year, the evening was not an unmitigated success. The conductor-orchestra relationship

had the appearance of mutual respect, but neither brought out the best in each other.

With a programme of Weber's *Oberon* overture, Richard Strauss's *Also sprach Zarathustra* and Dvořák's Eighth Symphony, Jansons' sympathies with the central European repertoire were much in evidence. The Weber and Dvořák were firmly sculpted and sensitively moulded, the woodwinds and individual string sections seizing every chance to show off their plush velvet colours.

That in itself afforded much pleasure, impressing the listener afresh with the continuity of Viennese tradition; but both performances found Jansons plundering the music for contrasts of tempo and dynamic which, given the orchestra's sometimes sluggish responses, were not always illuminating.

The opening Allegro of *Oberon* suffered most. The raptier thrust of a baton might have yielded cleaner articulation in such a large

complement of violins; but the new, baton-less Jansons had to rely on an implicit understanding with his musicians, and at this hectic speed, it was not enough.

Again, in the first and last movements of the Dvořák symphony, the sheer gusto of Jansons' approach was compromised by his reluctance to draw out the natural lineaments and allow air into the textures. Only in the waltz-like fill of the third movement was there an effective marriage between Viennese charm and Bohemian musicianship.

Modified rapture, too, in *Zarathustra*. The famous sunrise was ideally crisp, weighty, propulsive; crescendos and decrescendos were grasped in a way that achieved maximum purchase on the music's majesty; even in the murky depths of muted trombones, the playing had unrivalled luxuriance. The complete Strauss performance? Not quite. One missed the golden line binding each incident into a coherent architectural whole. With a younger, more athletic orchestra, Jansons might have got away with it. What this concert suggested was that he and the Vienna shade are temperamentally out of tune.

Izrahel Perlman's Baroque recital the previous evening had the same air of unfulfilled promise. It was a curious programme, embracing one of Mozart's most self-effacing sonatas (K306) and Schmitt's *Jeux-à-la-fois* Suite in the Old Style. Until his encores, there was no sign of the wizardry on which Perlman's reputation is based. Instead, we witnessed a great violinist taking simple pleasure in his music, underlined by Bruno Casini's obscure accompaniments. The classical foundation of Strauss' early Sonata benefited most from Perlman's cantabile sweetness, and there was a whiff of the Jewish fiddle tradition in his glistening treatment of Smetana's *From the Homeland*. Not even that, however, could lift the subdued temperature of the evening.

The relationship had the appearance of mutual respect

BELFAST FESTIVAL FRINGE

An umbrella for exhibitionists

For some years now, one of the Belfast Festival's attractions has been that it includes a number of "fringe" events; this year, however, sees the birth of an official Belfast Festival Fringe. It is bigger than its elder sister, even if in some cases it serves merely as a convenient umbrella: country superstar Garth Brooks' five sell-out nights in the province's biggest concert venue – a fringe event?

Some of the fare on offer is attractively cheeky. The Ridiculous company's *The Exhibitionists*, for example (which I saw in August in an Edinburgh Fringe theatre), is an appealingly bawdy stage adaptation of Samuel Beckett's *Molloy*, heretofore staged at the Edinburgh Fringe. Conor Lovett's delivery is out of the Beckettian theatrical mainstream, being difficult, dismissive and distracted – reminiscent, in fact, of comedian Ardal O'Hanlon in more reflective mood. Lovett gets up from the audience, murmurs apologetically for an hour, stops and walks off... very engaging.

The official festival, however, retains its element of small-scale, *recherché* works, usually in the Old Museum Arts Centre. That venue hosted Andrew Dawson and Joe Houn's *Quatre Mains* prior to its Christmas stint

at the Lyric Hammersmith in London. I adored this piece on first viewing in January, and I adore it still: a table-top mime presentation in which the action is performed by the practitioners' hands alone.

Some sequences are abstract, some representative – I think I spotted a miniature *film noir*, a 1950s giant-insect movie and an entire global evolutionary process in there somewhere. *Quatre Mains* is not quite dance (as it has been reviewed elsewhere), nor is it quite theatre: it is, though, quite delightful.

So, in its grin way, is the *Garth Brooks Players'* stage adaptation of Samuel Beckett's *Molloy*, heretofore staged at the Edinburgh Fringe. Conor Lovett's delivery is out of the Beckettian theatrical mainstream, being difficult, dismissive and distracted – reminiscent, in fact, of comedian Ardal O'Hanlon in more reflective mood. Lovett gets up from the audience, murmurs apologetically for an hour, stops and walks off... very engaging.

Before the Belfast visit of Robert Wilson and Philip Glass' digital opera *Monsters of Grace*, the festival devoted last weekend to the unflashy Wilson – *Bob*, performed by Will Bond in a more madcap characterisation than strict impersonation might permit, was an assemblage of remarks culled from three decades of interviews with, and features on, the director himself.

Many of the most interesting extracts undiplomatically anticipated Wilson's own lecture on Sunday evening, speaking of everything from his work with dead and autistic collaborators to the "flatness" of Ralph Fiennes' Hamlet to his own collection of more than 2,000 chairs. Like the judge in the old joke, after three hours we may have been none the wiser but we were much better informed.

The domestic theatrical highlight of the festival is a revival of Stewart Parker's *Northern Star*, jointly produced by the Field Day and Tindalbox companies and directed by Stephen Rea.

Parker's play, which focuses on the role of Belfast dissenter Henry Joy McCracken (Conleth Hill) in the United Irishmen's uprising of 1798, gains in power by being staged in that rising's bicentennial year and in that same First Presbyterian Church in Rosemary Street where McCracken and his fellows worshipped.

Most main scenes are written in parodies of Anglo-Irish playwrights from Farquhar through Wilde to Beckett, but this is more than a stylistic *four de force*. Throughout the play, it is clear that the passionate striving of McCracken to find a clear path between the opposing religious-political camps in Ireland is shared by Parker to the very marrow. Since Parker's premature death 10 years ago, only now have I come truly to realise what an immense talent was lost with him.

Ian Shuttleworth

Festival continues until November 29; box office 01232-665577.

INTERNATIONAL

Arts Guide

ADELAIDE

OPERA

The Ring Cycle: by Wagner, staged by Pierre Strasser and conducted by Jeffrey Tate, this is the first production in Australia since 1913; to Nov 24

AMSTERDAM

OPERA

Netherlands Opera, Het Muziektheater
Tel: 31-20-551 8911
The Rake's Progress: by Stravinsky, conducted by Reinbert de Leeuw in a staging by Peter Sellars. Cast includes Donald McIntyre, Thomas Randle and Willard White; Nov 20, 23

CHICAGO

CONCERTS

Orchestra Hall
Tel: 1-312-294-3000
www.chicagosymphony.org
Chicago Symphony Orchestra: conducted by Riccardo Chailly in works by Mahler and

Mendelssohn. With mezzo-soprano Petra Lang and baritone Simon Keenlyside; Nov 19, 20, 21, 22

OPERA

Lyric Opera of Chicago
Tel: 1-312-332 2244
www.lyricopera.org
Ariadne auf Naxos: by R. Strauss. New production by John Cox, conducted by Robert Spano. Cast includes Deborah Voigt and Susan Graham; Nov 21

EDINBURGH

OPERA

Edinburgh Festival Theatre
Tel: 44-131-529 6000
Scottish Opera: Tristan und Isolde, by Wagner, in a production by Yannis Kokkos, directed here by Peter Watson and conducted by Richard Armstrong. Cast includes Jeffrey Lawton and Eva-Maria Bundschuh; Nov 21
Scottish Opera: The Magic Flute, by Mozart, in a production by Martin Duncan, conducted by Richard Farnes; Nov 20

HELSINKI

DANCE

Finnish National Ballet
Tel: 358-9-403 021
Giselle: staging by Sylvie Guillem. With sets and costumes by Ramón B Ivars. Conducted by David Garforth; Nov 19, 20

HUDDERSFIELD

CONCERTS

Huddersfield Contemporary

Music Festival

Tel: 44-1484-430 528
BBC Scottish Symphony Orchestra: conducted by Tan Dun in the UK premiere of his opera Marco Polo. Concert performance, with the Chorus of the Royal Scottish Academy of Music and Drama; Town Hall; Nov 22

London Sinfonietta: conducted by Elgar Howarth in works by Simon Holt, Luis de Pablo and Elliott Carter. With piano soloist Rolf Hind and clarinet soloist Michael Collins; St Paul's Hall; Nov 20

Nash Ensemble: conducted by Martyn Brabbins in works by Turnage, Simon Holt and John Caskin. With mezzo soprano Jean Rigby and oboe soloist Gareth Hulse; St Paul's Hall; Nov 21

Nuove Sinfonie: UK debut of the Milan-based ensemble, conducted by Renato Rivolta in the UK premieres of three works by Luis de Pablo; St Paul's Hall; Nov 22

OPERA

Huddersfield Contemporary Music Festival
Tel: 44-1484-430 528
Opera North: The Nightingale's to Blame. World premiere of a new opera by Simon Holt, based on a play by Lorca, translated by David Johnston. The conductor is Nicholas Kok and the staging is by Martin Duncan; Lawrence Batley Theatre; Nov 19, 21, 22

LONDON

EXHIBITION

Royal Academy of Arts
Tel: 44-171-300 8000
The Au Bak Ling Collection: 100 Masterpieces of Imperial Chinese Ceramics, 12th to 18th Centuries. Includes works from the Song, Yuan, Ming and Qing dynasties, which together provide a remarkable overview of the finest Chinese porcelains ever made; to Dec 20

Victoria and Albert Museum
Tel: 44-171-638 8500
Aubrey Beardsley: more than 200 drawings, prints, posters and books created during the brief period of the artist's fame. A member of the fin-de-siècle avant-garde, Beardsley left England for Diapre following Wilde's disastrous libel action and subsequent imprisonment in 1895. The exhibition marks the centenary of Beardsley's early death, aged 25; to Jan 10

OPERA

English National Opera, London Coliseum
Tel: 44-171-632 8300
Boris Godunov: by Mussorgsky. Conducted by Paul Daniel (Noel Davies from Dec 2) in a new staging by Francesca Zambello, with sets by Hildegard Bechtler. John Tomlinson (Gidon Saks from Dec 2) sings the title role; Nov 20

OPERA

English National Opera, London Coliseum
Tel: 44-171-632 8300
Boris Godunov: by Mussorgsky. Conducted by Paul Daniel (Noel Davies from Dec 2) in a new staging by Francesca Zambello, with sets by Hildegard Bechtler. John Tomlinson (Gidon Saks from Dec 2) sings the title role; Nov 20

MANCHESTER

CONCERTS

Bridgewater Hall
Tel: 44-161-507 9000
BBC Philharmonic: conducted by Vassily Sinalsky in an all-Russian programme including

works by Shostakovich and Rachmaninov. With violinist Dmitri Sitkovetsky; Nov 21
Vienna Boys Choir: 500th anniversary concert, featuring works by Mozart, Schubert, Mendelssohn and Brahms; Nov 20

MARTIGNY

EXHIBITION

Fondation Pierre Gianadda
www.gianadda.ch/index.html
Paul Gauguin retrospective: organised to mark the gallery's 20th anniversary. Includes more than 100 works from around the world; to Nov 22

MUNICH

CONCERTS

Philharmonie Gastspiel
Tel: 49-89-6481 8181
Munich Philharmonic Orchestra: conducted by Zubin Mehta in works by Liszt, Beethoven and Berlioz. With piano soloist Radu Lupu; Nov 21, 23

OPERA

Bayerische Staatsoper
Tel: 49-89-2185 1920
www.staatsoper.bayern.de
Der Freischütz: by Weber. Conducted by Zubin Mehta in a new production by Thomas Langhoff; Nov 19

NEW YORK

CONCERTS

Avery Fisher Hall, Lincoln Center
Tel: 1-212-875 5030
www.lincolncenter.org

New York Philharmonic: conducted by Christian Thielemann in works by W. Schuman and R. Strauss. With cello soloist Carter Brey; Nov 19, 20, 21

OPERA

Metropolitan Opera, Lincoln Center

Tel: 1-212-362 6000
www.metopera.org

La Bohème: by Puccini. With Marco Armiliato conducting and a cast which includes Hee-Kyung Hong, Gwynne Geyer and Frank Lopardo; Nov 19, 21

Le Nozze di Figaro: by Mozart. New staging by Jonathan Miller, with designs by Peter Davidson. The cast is headed by Felicity Lott, Cecilia Bartoli and Bryn Terfel, and the conductor is James Levine; Nov 21

Tosca: by Puccini. Nello Santì conducts and the cast includes Maria Guleghina and Richard Leach; Nov 20

PARIS

OPERA

Opéra National de Paris, Opéra Bastille

Tel: 33-1-4473 1300
www.opera-de-paris.fr

The Merry Widow: by Franz Lehár. Conducted by Armin Jordan and with a cast including Frederica von Stade and Hakan Hagegard; Nov 21, 23

SAN FRANCISCO

CONCERTS

Davies Symphony Hall

Tel: 1-415-864 6000
www.sfsymphony.org
San Francisco Symphony Orchestra: conducted by Herbert Blomstedt in works by Britten, Beethoven and Hindemith. With violin soloist Frank Peter Zimmermann; Nov 19, 20, 21

OPERA

San Francisco Opera, War Memorial Opera House

Tel: 1-415-864 3330
www.sfoopera.com

Norma: by Bellini. Conducted by Patrick Summers in a staging by Andrew Sinclair, with sets by José Varona. The title role is sung by Carol Vaness; Nov 21

TV AND RADIO

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13.30: Business Asia

19.30: World Business Today

22.00: World Business Today Update

Business/Market Reports:

05.07: 06.07: 06.20: 09.20: 10.20: 11.20: 11.32: 12.20: 13.20: 14.20:

At 08.20 Tanya Beckett of FTTV reports live from UFFE as the London market opens.

COMMENT & ANALYSIS

Reform or bust (or both)

John Thornhill says Russia's banking system is bust and there are few signs of healthy institutions emerging from the wreckage

As Russia's bankers sip their tea and cognac in dining rooms, they have taken to playing a new post-prandial game: spot the solvent bank. Every banker draws up a different list; few can name more than three or four of Russia's 1,500 banks in which they would risk their own money.

The game highlights the collapse of Russia's entire banking sector. No one trusts anyone and everyone assumes the worst. Following the rouble devaluation on August 17, millions of fearful depositors rushed to retrieve their savings. About 10 per cent of all retail deposits were withdrawn in that month alone.

Brusied foreign creditors, who lent billions of dollars to Russian banks in 1997, are refusing to roll over those loans. A 90-day moratorium on commercial debt repayments expired at the weekend, and creditors are now pressing Russian banks to honour their obligations – or face bankruptcy. Broadly, the whole banking system is bust. Messy and protracted legal battles loom.

The collapse of transparency and trust, as much as the evaporation of assets and cashflow, is the most damaging consequence of Russia's financial carnage. How the country tries to rebuild faith in its banking sector will play a crucial role in determining whether Russia staggers towards a market economy, or sinks ever deeper into its economic quagmire.

There is still hope the crisis will lead to the emergence of a competitive, regulated banking sector. But the fear is that – as so often in Russia's recent past – good intentions will be sabotaged by poor implementation.

After weeks of prevarication, the central bank has finally started talking tough. There is no money to salvage all of Russia's banks, it said. The central bank fore-

casts almost half of them will go bust over the next few months. It has already begun withdrawing licences from some of Russia's biggest and most troubled institutions, including Tokobank and Inkombank.

Under a restructuring programme presented to parliament this week, the central bank has divided Russia's banks into four categories. About 600 are supposed to be strong enough to survive on their own; 190 big regional banks are relatively unaffected but might need some support from local governments; 18, as yet unnamed, banks are deemed essential to preserve the integrity of the banking system, and will be supported with funds from the World Bank and the European Bank for Reconstruction and Development. But the remaining 730 banks will be wound up by their creditors, however difficult that may prove to be in practice because of the absence of a proper bankruptcy law.

Enrico Perotti, a professor at the University of Amsterdam who has studied the banking systems in many emerging markets, says Russia's central bank, having devised a general framework, must now spell out in detail how its plan is going to work in practice.

Prof Perotti argues that the experience of other countries shows that three elements are critical for the successful restructuring of troubled banking businesses. First, banks that took undue risks must suffer the consequences. Second, troubled banks must be closed swiftly to prevent further losses. And third, the central bank must resist the temptation to whitewash away bank losses with a bout of inflation.

So far, Prof Perotti argues, the central bank has not shown the political will to implement such tough policies. "It is unclear which banks are going to be supported, how they are

going to be supported, how they are going to be financed, how they are going to resolve the legal vacuum in which these banks operate," he says. "I think this is a wish list."

Moreover, the central bank's plan is massively complicated by two unresolved – and related – problems: the consequences of the government's default on its domestic debt (GKO) market; and the \$60n of outstanding foreign exchange contracts signed by Russian commercial banks with foreign investors.

The government's default on domestic debt on August 17 wiped out a large proportion of the banking industry's assets overnight. At a stroke, hundreds of otherwise healthy Russian banks became insolvent.

Emergency funds have been injected into some favoured banks, but the central bank has not devised a comprehensive scheme for recapitalising the banking industry as a whole.

Some of Russia's stronger banks might have hoped to shore up their finances by raising additional funds from abroad. But their chances of doing so have been damaged by the uncertainty surrounding the restructuring of the banking system.

Following the devaluation of the rouble, several Russian banks face potentially huge losses on their foreign exchange contracts after having agreed to hedge foreign investors' positions in the domestic debt market.

Foreign creditors fear Russian banks may have used the 90-day moratorium to intend to allow an orderly rescheduling of obligations – simply as a cloak to spirit away whatever healthy assets remained in their balance sheets.

Alexander Lebedev, chairman of the National Reserve Bank, one of Russia's biggest commercial banks, says the

Russian banks

The top 20

Bank	Total capital (RUB bn)	Total deposits (RUB bn)	Total loans (RUB bn)	Branches
Sberbank of Russia	15,434	148,772	41,843	31,940
Incombank	2,201	24,772	18,276	18
SBS-Agro	2,448	18,881	12,608	84
UNESB Bank	5,051	12,488	10,365	3
Poselsky Kredit Bank	1,768	15,005	12,414	26
Vostokbank	4,292	11,844	13,618	13
Mosbank	1,903	18,005	12,342	37
Mosprosbank	1,908	13,143	14,821	2
Alfa Bank	1,046	9,008	10,740	21
Gazprombank	1,839	6,940	7,250	22
Moskvaoblsbank	1,002	4,828	5,078	22
International Moscow Bank	1,264	3,899	4,370	1
Imperial Bank	1,401	5,872	6,589	5
AvtoBank	1,821	5,987	4,188	15
Tokobank	1,542	4,289	5,812	15
Most Bank	1,004	4,587	4,884	20
Promstroybank of Russia	885	5,081	3,191	65
Bank Moskvy	402	5,067	3,148	20
Moscow and Vostochny	708	3,899	3,884	90
Fortbank	726	4,821	3,679	2

Source: The Banker

been a major cause of the ineffectiveness of Russia's economic reforms.

Messrs Bernstein and Rabushka say Russian banks did not flourish because they were successful at attracting funds deposits and channeling savings to productive investments. Rather, they acted as quasi-government agencies that redistributed public funds to semi-private enterprises.

As a result, they say, "private property ultimately ended up in the hands of the most capable predators of public income, not in the hands of those who might use it to generate the highest possible economic return."

The creation of a healthy commercial banking sector, the authors argue, would help establish the "separability of private individuals" and ensure that investments were made for commercial reasons rather than for political ends.

An admirable outcome, no doubt. But for this to come about Russia's central bank will have to show a far greater degree of independence and maturity than it has shown so far.

**Fixing Russian Banks. Michael S. Bernstein and Alvin Rabushka. Hoover Institution Press Publication No. 449*

LETTERS TO THE EDITOR

Efforts to rationalise greenfield debate should be encouraged

From Mr David Sowers.
Sir, It is disappointing to find Sir Samuel Brittan repeating the hackneyed claim that "nimbyism", or objections to development in the countryside, represents an intervention by special interest groups to prevent the rest of us achieving legitimate objectives. ("A lopsided debate", November 12).

Building on open country destroys environmental assets while creating physical assets, and those who argue that the loss often exceeds the gain hold a rational view that deserves to be considered.

The case for development in the countryside should be treated like any investment

appraisal, even if the environmental factors in the appraisal are not easily quantified. Economists have laboured for many years to develop techniques for measuring environmental factors; their efforts deserve more support, because they provide the means of raising the policy debate about greenfield development to a higher and more rational plane.

It may not be possible in the near future to produce valuations of environmental factors that are sufficiently reliable to provide precise answers about the desirability of greenfield development, but they should be good enough to give an idea of how

the costs and benefits of development may balance.

They should be reliable enough to justify making them a normal part of the planning process. Politicians will no doubt oppose such a development, because it would reduce their power; but improving the planning process requires the use of more quantified factors and fewer subjective and political factors.

David Sowers,
"Crosby",
19 Savoy Avenue,
Aughton-on-Sea,
East Preston,
West Sussex,
BN15 1PT

Inflexibility, not interest rates are the real problem with BMW's UK plant

From Mr Stephen Hill.
Sir, Your front page article "BMW seeks UK pledge on euro" (November 17) reports that BMW would like to see Britain join Economic and Monetary Union in the context of its proposed investment in the Longbridge plant. BMW is quoted as saying "The British pound is overvalued because of its high interest rates". If BMW had owned Longbridge during the UK's Exchange Rate Mechanism membership in 1990-92, they no doubt would

have complained that high German interest rates were damaging British industry.

The real problem at Longbridge is the lack of flexible working arrangements, which happens to be the main problem with Euro-land. Although German productivity is much higher in BMW's German plants, BMW is concentrating most of its investments outside Euro-land and in the Anglo-American economies.

The next problem with Euro-land is that payroll

taxes are far higher than here in the UK, and the flipside of EMU is tax harmonisation: at least that was Gerhard Schröder's first quoted comment on becoming Chancellor. If German tax rates were applied to Longbridge it would probably be completely bust.

Stephen Hill,
managing director,
LICA,
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St James's,
London SW1A 1RE

BMW misses the point in euro warning

From Sir Michael Edwards.
Sir, In your article on BMW/Rover, "BMW seeks UK pledge over euro" (November 17), you say the chairman of BMW has issued stark warnings about the dangers to UK manufacturing of a prolonged period outside the

euro. This is special pleading. His argument is that the pound is too high because of high interest rates.

If we were taking part in economic and monetary union, we would not be able to influence the level of our currency at all. And it is to

Britain's advantage to reduce (or raise) interest rates, at present we can do within EMU, we would be but one of a dozen voices.

Sir Michael Edwards,
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PERSONAL VIEW FRED SMITH

Slogans for progress

European companies need to fight more vigorously against anti-business lobby groups

Multinational companies are under attack everywhere – but nowhere more than in Europe.

Recent amendments made to a convention that oversees the use of the North Sea provide evidence of this. New rules impose a near total ban on the disposal of oil rigs at sea there. The London-based Offshore Decommissioning Project estimates that the restriction will cost \$20bn. This cost is compounded by the missed opportunities that will arise because the changes prevent environmental benefits. US companies routinely decommission oil rigs in the Gulf of Mexico, and the rigs then become rich sanctuaries for fish and other ocean life. The North Sea ban is bad ecology as well as bad economics. But few voices, business or political, defended the oil industry either when the ban was first proposed or when the issue first blew up during a cause célèbre – Shell UK's failed disposal of the Brent Spar oil platform in 1995.

This should awaken European business to the threat posed by moral attacks on its legitimacy. Greenpeace, the instigator of the Brent Spar charges, has been perhaps the most aggressive, but anti-business non-government organisations (NGOs) are numerous.

Shell and other petrochemical companies are accused not only of destroying the North Sea but of threatening human rights in Africa. Large food companies – Nestlé and Bristol Myers Squibb, for example – are accused of encouraging mothers to deny infants the virtues of breast milk. Firms involved in biotechnology face bans and regulatory impediments. Most recently, the European Union is contemplating banning the use of FVCs in children's toys.

If European businesses are not to undergo more such defeats and accusations, they must learn to compete in the messy world of politics. Business leaders seem aware of the challenge, but are unable to define an effective strategy. Consider the despairing comments of Chris



Brent Spar: Shell lost the public relations battle. Brendan Carr

Fay, Shell UK's chief executive, about his company's battle with Greenpeace. "It was populist sound bites versus reasoned arguments. How were we supposed to counter that?"

Business is a rational enterprise; facts matter. Thus, when a charge is levelled against the modern company, the first move is to seek to educate the public. This is a noble idea, but foolish. Knowledge is costly to acquire. People are busy.

They devote scarce time to learning these things. Why, then, do we waste time to educate the public? The relative performance of alternative pension plans, the pros and cons of a new job, information on what appliances to buy. They spend little time educating themselves about things they care do little about or that affect them only indirectly – such as offshore oil rig disposal. In a world of rational, humane business, companies expect that people will know much about corporate concerns.

Business has not understood that, in response to the Greenpeace accusation that Shell sought to destroy the ocean for profit, Shell, rather than educating the public, should have argued that land disposal of the Brent Spar would be more expensive and labour intensive. It should be no surprise that Greenpeace's politically sexy sloganeering trumped Shell's bloodless bean counting.

The effectiveness of Greenpeace and other lobby groups depends on their moral legi-

Much of the power of attacks against multinational stems from the view that modern companies, while effective at producing wealth and providing opportunities for the well-educated elites of the world, threaten the welfare of the poor. Companies fear that their already tarnished image will be damaged further if they seek to defend themselves actively.

If executives really believe they harm the poor, they should quit their jobs immediately. The evidence, however, is that multinationals are among the most creative and effective forces for egalitarian justice in the world. Monsanto, by advertising the environmental and economic benefits of bio-engineered seeds, partially reminded people of this – even in the teeth of scepticism from consumers and Prince Charles (who came out against the company).

In spite of Monsanto's efforts, the political vulnerability of economic activity in Europe is unlikely to improve. The profit-seeking nature of companies weakens their voice in "cultural" debates. Conversely, the very absence of an economic stake enables non-profit groups to claim to speak on behalf of the public interest.

One approach for European business is to ally itself with independent technology and pro-free-market think-tanks. Despite reservations, many American companies have come to understand the comparative advantage of such groups in the political world: they have sought them out as allies in the policy debate.

European business would do well to follow suit. The destructive trend represented by the North Sea oil rig ban and the proposed anti-biotechnology policies make this an urgent matter. European business must shrug off its reticence, and encourage the flowering of free market think tanks. If it fails to do so, Europe can scarcely remain a viable force in an increasingly global economy.

The author is president of the Competitive Enterprise Institute in Washington DC



Photo taken at the Westminster restaurant Le Cédard, Paris.

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COMMENT & ANALYSIS

FINANCIAL TIMES

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Thursday November 19 1998

After the Fed's cut

Alan Greenspan, chairman of the US Federal Reserve, should tell his European counterparts to pull their weight. The Fed has done enough for now. In response to international financial turmoil, it has cut its federal funds rate three times in seven weeks, to 4.75 per cent. The Bank of England has cut interest rates by the same amount. But central bankers in the core countries of the euro-zone have refused to budge from 3.3 per cent. The next cuts should come in continental Europe - and they should arrive as soon as possible.

The Fed has shown its determination to head off a slowdown, thereby reassuring financial markets at home and abroad. Its statement accompanying the latest cut said that, although conditions in financial markets had settled down "materially" since its emergency cut a month ago, "unusual strains remain".

Some increase in the spread between safer and riskier securities is quite good. But it is possible to have too much of it. Mr Greenspan has warned that disengagement by investors threatens a credit crunch. Spreads between investment grade corporate bonds and Treasuries have narrowed, but remain more than 60 per cent greater than at the start of the year. This looks like over-shooting and helps explain why the US central bank cut rates again this week.

Unfortunately, this renewed appreciation of risk among investors in debt markets is lacking in the equity markets, which - reassured by the Fed's actions - have bounced back to exuberant levels. The Dow Jones industrial average is again hovering around the 9,000 mark. The Fed has judged that, for the moment, a credit contraction remains a greater risk than an equity bubble. Even so, Mr Greenspan should signal that further cuts are by no means guaranteed.

For the UK, the question is when, rather than if, to cut rates further. The Bank of England's inflation report shows that, despite the uncertainty shrouding the outlook for the UK economy, it thinks it did enough with its last 0.5 percentage point cut - even if one member of the monetary policy committee wanted a 0.75 point reduction. But, as the Organisation for Economic Co-operation and Development warns, the MPC risks pushing the economy into an unnecessary recession if it keeps interest rates too high for too long.

With output weakening in the core continental European countries and deflation apparently a greater risk than inflation, the case for lower interest rates there seems quite compelling. Convergence at the 3.3 per cent level must be achieved by the December 22 meeting of the European Central Bank at the latest. As soon as convergence is complete, rates should be cut. Even if it is what politicians are calling for, it is still the right thing to do.

Apec adrift

It was always too much to hope that this week's summit of the Asia Pacific Economic Co-operation forum in Kuala Lumpur would contribute decisively to restoring global economic stability. But the 21 Apec leaders (at least have been expected to try not to rock the boat. They failed even that test, by turning the meeting into a showcase for their divisions.

US vice-president Al Gore antagonised many Asian leaders by openly backing street protests against Mahathir Mohamad, Malaysia's prime minister and the summit's host. Mr Gore's speech may have bolstered his presidential ambitions back home. But it seems unlikely to do much to aid Malaysian reform. Rather, it threatens to fuel anti-US feelings in Asia, making it even harder for other regional leaders to press Dr Mahathir to mend his ways.

Bitter differences also torpedooned Apec's efforts to agree a modest trade liberalisation package, while a US-Japanese proposal for a \$10bn crisis fund for Asia turned out to be a damp squib. Much was said about currency volatility and financial market regulation. But the meeting yielded no new ideas for dealing with these questions.

True, the circumstances of this summit were inauspicious. It was overshadowed from the outset by the political situation in Malaysia and by the jittery economic mood

in Asia. Discussions were also constrained by the absence of finance ministers. Nonetheless, the meagre outcome underlines a broader point: that regional groupings are ill-equipped to deal with problems that are increasingly global in nature.

Apec is particularly unsuited to that task. Although its members account for about half of world trade and economic output, its loose structure condemns it to move at the pace of the slowest. Four years after Apec leaders pledged to free all trade and investment by early next century, negligible progress has been made towards that goal.

At least this week's meeting seems to have forced some recognition of these failings. Thus, the leaders deferred to the Group of 22 discussion of how to strengthen the world financial system. They also renounced their latest, still-born efforts at trade liberalisation to the World Trade Organisation. Perhaps some lessons are being learned.

If Apec has any value, it is probably as an excuse for an annual chat between leaders from countries whose main distinguishing feature is their extraordinary economic, political and cultural diversity. Jaw-jaw is always preferable to war-war. But Apec risks losing all credibility, even as a casual talking shop, unless its leaders can improve on this week's dismal performance.

Bear-hug foiled

Microsoft plays rough. That verdict, vividly demonstrated in the antitrust trial, is also borne out by a defeat for the company in a separate case brought by Sun Microsystems.

This stems from Microsoft's use of Sun's Java programming language. The central issue is a technique Microsoft has also adopted in other areas - seeking to "embrace and extend" any technology that poses a threat.

Java was promoted by Sun as ideally suited to the internet, and capable of running on any operating system and hardware. The internet boom helped Java to wide success, the dominance of Microsoft's Windows operating system would be undermined. Indeed, Sun hoped to cut out Windows altogether by creating its own operating system, a tactic that could work only if Java became a universal standard.

Microsoft's reaction was typical. In a flurry of aggressive internal e-mails, it set out to make Java merely another language within the Windows empire. After agreeing a licensing deal with Sun, it produced versions of Java with more bells and whistles than the standard, run-anywhere version. This improvement came at a price, however: it would apply only when running Windows.

Sun argued that this contravened the licensing deal. It is this

contention that a US district court upheld in an interim ruling on Tuesday. Microsoft must now adjust its programs - including Windows 98 - so that customers have complete freedom to use the run-anywhere version of Java.

One moral of this tale is that Microsoft pushes its contracts to breaking point when it seeks to seize potential rivals in a bear-hug. A second is that it was able to do so in this case partly because Sun was slow to develop Java after the initial launch.

Perhaps the most important moral, however, is that in an industry based on the trading of intellectual property, contractual disputes are inevitable. By ruling on contracts, courts become involved in arcane aspects of software design.

That has broad consequences. Computer executives - even those who mistrust Microsoft - want to keep the government out of their industry's detailed operations. They may succeed in keeping the administration at bay, depending on how the justice department fares in its antitrust suit.

But the courts are another matter. The Sun case illustrates that Microsoft - and the rest of the computer industry - is going to have to get used to spending a lot of time in court. And a company with a reputation for playing rough may find it loses more cases than it wins.

Hours after Keizo Obuchi was elected Japanese prime minister this summer, he took the customary congratulatory call from the White House. President Bill Clinton extended his warmest felicitations, blah, blah. And while he gently repeated familiar US concerns that Japan must stimulate its economy and open up its markets, Mr Clinton struck up the kind of rapport with the latest septuagenarian prime minister in a way that has become a hallmark of his personal diplomacy.

Then vice-president Al Gore came to the Oval Office speakerphone. Suddenly, according to one official who heard the conversation, the tone changed.

Mr Gore was polite enough, but his manner was much more businesslike and brusque. He warned Mr Obuchi that Japan was responsible not only for addressing its own chronic economic problems but for leading the rest of Asia out of recession. The US expected action and - the message was clear - Japan could not expect American patience to be unlimited.

When Mr Clinton arrives in Tokyo today for a two-day visit, his first in more than two years, the tone of that conversation will be very much in the minds of all the parties. The interlocution was more than simply a case of the US leadership playing the "hard-cop, soft-cop" routine. It presaged a shift in Washington's approach to its most important trading partner outside the Americas.

Mr Gore's surprisingly aggressive tone reflects a combination of domestic political and economic pressures that seem certain to push the US into a more assertive stance on economic relations, not only with Japan, but with the rest of the world in the next year. The change of tone was already evident in Mr Gore's remarkable speech earlier this week at the Asia-Pacific Economic Co-operation forum in Kuala Lumpur, in which he praised the "bravery" of those calling for reform at a time when the standard bearer of reform is in jail, having been sacked as finance minister and denounced for "moral misconduct" by the prime minister.

Trade tensions with Asian countries are nothing new, of course, and in Tokyo Mr Clinton will be as amiable as ever. But he arrives - fresh from another inconclusive stand-off with Saddam Hussein - against a backdrop of mounting discord between the US and its main Asian partner.

At the Apec annual meeting they failed to agree on so-called voluntary trade liberalisation

programmes in sectors Japan is eager to protect. That case will now go to the World Trade Organisation. (At the same meeting, the Japanese took the highly unusual step of criticising Mr Gore's combative speech.) The US is also pressing anti-dumping charges against Japanese steel-makers, along with those from Brazil and Russia, after a doubling this year of hot rolled steel imports into the US.

The reason for the shift in US emphasis is threefold:

- Americans are increasingly aware that the state of the world economy depends on a massive increase in the US trade deficit. Next year, the deficit seems certain to reach \$300bn (\$179bn), 4 per cent of gross domestic product, perhaps even higher. While the deficit has grown gradually for the past six years without prompting more than a few whimpers from domestic constituencies, such forbearance seems

likely to be exhausted in the next year.

- As Lawrence Summers, the deputy US Treasury secretary, noted this week: "At a time when continued demand is crucial to the global economy and in particular to the Asian economy, Japan's current account surplus has substantially increased. Japanese imports from eight major Asian economies have actually fallen in the past year by more than 13 per cent, while US imports from these countries have risen."

US companies are already unhappy about America's role as importer of last (and increasingly first) resort for the rest of a slowing world. There are already clear signs of stress: the manufacturing sector is virtually in recession and a number of industry groups are pressing for relief. The anti-dumping steel cases are a reflection of the pressure: the battle with the European Union

discourage Asian countries from finding their own solutions to their problems. Instead, the US persuaded Japan at this week's meeting of the Asia-Pacific Economic Co-operation forum in Kuala Lumpur to agree to a \$10bn multilateral fund to help Asian countries restructure their banks and private sector companies.

The decision to scupper an Asian Monetary Fund was, says Ichiro Obara, a member of the ruling Liberal Democratic Party's committee on financial reform, an example of America's "outrageous impudence".

Such signs of frustration

reflect growing insecurity about Japan's relationship with the US, says Toshiro Sakakima, president of the Research Institute for Peace and Security in Tokyo. "Japan fears that the US is depending on the International Monetary Fund and ignoring Japan's role in the Asian crisis," Mr Clinton's visit to Beijing earlier this year brought widespread concern that the US was sidelining Japan in favour of China. "The US-Japan relationship is very emotional," Mr Sakakima says.

These concerns have spilled over to Japan's security arrangements with the US. After North

Al Gore's foreign policy

Gerard Baker says tensions about trade will dominate US foreign policy for the rest of Bill Clinton's term



likely to be exhausted in the next year.

- Until now the growth in the trade deficit has coincided with a rapid acceleration of domestic US growth, pushing unemployment down to its lowest rate in a generation. For all the concerns of domestic industry about the pressure from abroad, it is hard to convince a prosperous American public to get agitated over trade concerns when the good times continue to roll. But in the next year or so, growth will almost certainly slow. This will probably not be enough to tip the world's largest economy into recession but the slowdown is expected to push unemployment higher, and reawaken old fears that American jobs are about to be lost to unfair foreign competition.

Perhaps most important, the domestic political climate is likely to become markedly less friendly towards free trade.

The Democrats' surprisingly

over bananas is another sign of strain.

His advisers say his principal concern remains the prospect of an economic slowdown. The vice-president is especially vulnerable to economic weakness. His reputation as a fervent environmentalist has made it easy for his opponents to depict him as the enemy of ordinary workers and businesses.

If Richard Gephardt, the Democrats' leader in the House, the natural choice of labour and a fierce critic of the administration's open trade policy, decides to run for president against Mr Gore, he will force the vice-president to defend himself against charges that the administration has been soft on foreigners. Even if Mr Gephardt does not run, a growing possibility since the elections (he may prefer to concentrate on winning the Speakership in 2000), Mr Gore will still need to defend his internationalist flank.

Gore's beating the drum in discussions with the Japanese and with others over trade, says one administration official, "He knows he's got to sound tough."

As the race for 2000 gets closer, the trade deficit gets larger and the economy slows, the drumbeat will almost certainly grow louder.

Japan's injured pride

Japan's ambivalence to the presence of US troops on its soil. The elections showed that the prefecture is split down the middle between those who think the bases should stay and those who want them moved.

Mr Clinton, therefore, has many fences to mend when he arrives in Japan. With luck, the visit could reassure the Japanese government that it still enjoys a special relationship with the US. On the other hand, the US seems more concerned with doing whatever is necessary to resolve the Asian crisis than with resolving - as Mr Sakakima puts it - "the emotional friction that exists [with Japan]."

Michio Nakamoto

reflect growing insecurity about Japan's relationship with the US, says Toshiro Sakakima, president of the Research Institute for Peace and Security in Tokyo. "Japan fears that the US is depending on the International Monetary Fund and ignoring Japan's role in the Asian crisis," Mr Clinton's visit to Beijing earlier this year brought widespread concern that the US was sidelining Japan in favour of China. "The US-Japan relationship is very emotional," Mr Sakakima says.

These concerns have spilled over to Japan's security arrangements with the US. After North

OBSERVER

Bullion tactics

Gold isn't exactly the metal of the moment, but the boys and girls in the European parliament might just have found a use for all the unloved yellow stuff that seems to be knocking around.

Yesterday the parliament voted - by a 24-carat majority - for a gold 100 euro coin to "symbolise the strength of the euro and add an emotional aspect to the new currency".

A new gold coin would perk up a market where sentiment has been flagging, not least because of the 12,000 tons of gold in euro-zone central bank reserves that isn't needed by the European Central Bank in Frankfurt.

The MEPs can be ignored, of course, and Brussels monetary commissioner Yves-Thibault de Silguy has been pouring *eau froide* on the idea. But maybe he's missing a trick. Andy Smith, analyst at Mitsui Bussan Commodities in London, says the gold euro has many virtues, one of which should appeal to the Frenchman. It might give the US a poke in the eye.

The \$100 bill has virtual hegemony in the global black market these days. The 100 euro coin could give it a run for its money, especially as gold has more intrinsic value than paper.

So expect to hear lots of lobbying for the gold euro in the

Long sentences

months to come - but don't expect to hear too much about providing liquidity to the black market.

The Microsoft monopoly case may be the trial of the year, but the combination of geeks droning on about software and lawyers who could bore for their country is enough to send anyone to sleep.

Even Thomas Jackson, the larger-than-life judge, has dozed off this week and there has been plenty of snoozing among the lawyers and the press.

On Tuesday, John Warden, Microsoft's leading attorney, snuggled up to his computer for 40 winks. On the other side of the room, Stephen Houck, the lead attorney for 20 states, leaned back somnolently in his comfy, black leather chair.

Clearly, something had to be done, and Judge Jackson stepped in with his first joke of the trial. There had been a survey, he said, to find out whether computers should be referred to as masculine or feminine.

The women said computers were definitely masculine. To get them to stay in court, he said, he would refer to them as "he".

The men said computers were definitely feminine. Even your

Dan stands down

smallest mistakes are stored in long-term memory. And as soon as you commit to one, you find that you're spending half your pay on her accessories.

Within 20 minutes, the talk returned to software code and slumber descended on the court once more.

So it's farewell to Dan Borislow, soon to be ex-boss of Tel-Save. The US telecommunications group's wild and wacky year took its most bizarre twist this week when the eccentric Borislow announced he was standing down in an attempt to boost the stock price.

Wall Street will be a duller place, but Tel-Save shareholders, including Borislow himself, are hoping for better days: about 80 per cent of Borislow's \$250m net worth is in Tel-Save stock, which has slid from \$30 to about \$11 since February when the company said it had hired Salomon Smith Barney to advise on a possible sell-off.

That was followed by a number of upbeat statements from Borislow, who then announced that Tel-Save would be making a \$300m share buy-back while staying independent. In the summer, Borislow boldly announced he was prepared to spend up to \$800m buying long-distance phone company World Exchange: within weeks, he said the deal was off.

Phoney war

He's now lining up with those investors who think the stock price might bounce back if he shoves off. "This is an instance of where if I go to work, I make money," he says. "But if I don't go to work, I make more money."

Now we know why that grim line-up of Soviet bosses looked so stony-faced at military parades in Red Square. They were trying not to laugh.

If the Russian magazine *Vlast* (Power) is to be believed, they were pulling a gigantic confidence trick on the west. Some of the huge missiles on show were dummies.

One piece of inert metal was dressed up in 1955 to look like a missile - the GR-1 - that had already been abandoned. It was so convincing that the US spent billions of dollars on counter-measures. Another two mobile ballistic missiles shown on the same day were complete flights of fancy.

Not that Soviet technological skills were ignored: one engineer recalls fixing up a dud so that it wouldn't bounce if it fell on the Kremlin cobbles.

Maybe the west should have listened more closely to Nikita Khrushchev when he boasted that the Soviet Union was making missiles "like sausage".

Any babushka in a Moscow food queue could have told the CIA just what that meant.

Financial Times 100 years ago

Where The Tea Goes
Details of the direct exports of Indian tea from Calcutta, recently published by the Indian Tea Association, afford interesting information as to the localities to which Indian tea now goes. Outside the United Kingdom, Australasia is now the most important market, having taken this year close on 3,700,000 pounds. India has taken 2,600,000 pounds, North America 1,900,000 and Turkey nearly as much. Germany, Persia and Russia furnish markets of increasing importance, though still, of course, very much behind the others mentioned.

50 years ago

Wine In The Home
Advertisement: "One of the pleasantest features of the 'good old days' was the joy men found in drinking wine. Today Emu Australian wine is helping to revive this fine old custom. Serve them when friends call: there is no better way to easy hospitality and good living. The Emu Wine Company Limited, London, By Appointment Australian Wine Merchants To H.M. The King."

BUILDING HOMES
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FINANCIAL TIMES

THURSDAY NOVEMBER 19 1998

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Merger surge

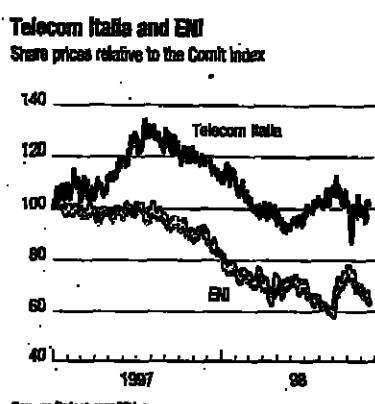
Now that the end of the world has been postponed, life is creeping into the European M&A market. As such, the merger surge is being re-heated. Yet a return to the halcyon pre-Russia crisis days seems some way off. Certainly, the underlying pressures of globalisation and further integration of euro capital markets continue to force the pace of corporate activity. Indeed, European M&A activity in the first nine months of 1998 was 66 per cent higher than in 1997.

But that masks a 40 per cent fall in the third quarter, which will take some reversing. First, as prices have rebounded, the window of bottom-fishing opportunity has largely closed. Second, as KKR's aborted bid for Herberts points showed, financial buyers remain frozen out by an unfriendly high-yield bond market. Without financial buyers pushing up prices, companies may postpone divestments. Third, drip-drip downgrades to growth forecasts are doing nothing for chief executive confidence. And, last, the prospect of assuming additional millennium bomb exposure is unappealing, particularly in information technology-intensive industries.

That said, good deals, which build leading market positions and allow economies of scale, will have little problem finding funding. The worry, though, is that recent market wobbles will fuel a euro-skeptic wave that does little for shareholder value. The Viag/Airbus combination looks a case in point. Other weak companies considering huddling together for warmth should take note from the market's appalled reaction.

Dixons/Intel

Sir Stanley Kalms is no web-head, despite Dixons' flying start on the internet. Nor does it seem his company is responsible for the slow take-up of personal computers in the UK, as Intel alleges. PCs are more expensive in the UK than the US. Quite why is a big and complex question. First, the US benefits from a huge integrated market, where the bigger economies of scale feed through to consumers. Second, it may well be the case that PCs in the UK are of a higher



specification, possibly because UK consumers are too lazy or nervous to make their own decisions about what techie bells and whistles they want with their computer.

As to Dixons' role in this, it claims a share of the consumer market of around 15 per cent. This is hardly frightening. Dixons is also bringing prices down, starting this month with a PC just under £500. And finally, some research estimates that PCs are more expensive in the UK, whether they are purchased from Dixons, from a catalogue or through a dealer. It will be a long time before Sir Stanley is both revered and reviled as the UK's Bill Gates.

Eni/Telecom Italia

Are there no other shareholder value-minded managers in Italy? That the only way to end the farcical management infighting at Telecom Italia is to haul Franco Bernabè from his fustiness at Eni, another of Italy's three largest companies, seems to suggest so. So is this a zero-sum move for Italian capitalism? Possibly not. Telecom Italia's shares have risen sharply on the news of the turnaround specialist's imminent appointment. Given his impressive record at Eni - it was alone among global oil majors in producing an increase in like-for-like first half net income - this is not surprising.

Doubts linger, however, over whether Eni is strong enough to withstand departure. Stuck in the middle of a sector poised for dramatic restructuring, Eni's

status as a semi-privatised company looks uncomfortable. Since even Mr Bernabè's ability to win approval for British Petroleum/Amoco-style deals was questionable, lesser managers may struggle to assert their independence. As a quid pro quo for depriving Eni shareholders of Mr Bernabè, the state should sell up altogether.

UK earnings

As profits warnings pile up, it seems astonishing that sector analysts are still forecasting double-digit earnings growth next year. While forecasts for 1998 have been hauled in, next year's predictions have only been tinkered with despite the worsening economic outlook. So are analysts gambling with their credibility, or is there a rational explanation? The answer is a bit of both.

Some small hope remains that this year will be the last one for earnings. For a few big companies, this is assumed to be true - perhaps too readily. While Glaxo Wellcome does look set to bounce back from the Zantac patent expiry, the outlook for the oil majors remains less certain.

The more general argument is that profit margins should benefit from a lower pound and cost-cutting. But in a low growth, low inflation environment, damage limitation looks more likely than a rebound.

Why are analysts so tentative about cutting forecasts for 1999? FT's statement yesterday holds a clue. It stressed the uncertainty making "accurate forecasting more difficult". Deprived of a specific steer, analysts will trim rather than slash. Companies - which may be clients - naturally prefer a gradual massaging down, helping them to avoid a formal profits warning.

But where does that leave analysts' credibility? A bit shop-soled. But then cynicism is hardly new about researchers involved on the share promotion side. Nevertheless, the better houses will at least be encouraging their sector analysts to factor in the more pessimistic views of their macro-economic colleagues. Not that reputations are in tatters. No market participant takes published forecasts 100 per cent seriously. The sign of the pinch of salt shows through in the price/earnings ratio.

EU plans to cut doctors' and drivers' working hours

Hauliers and health service managers concerned about costs

By Michael Smith in Brussels and Robert Taylor in London

The weekly working hours of more than five million European transport workers and junior hospital doctors could be reduced to an average of 48 hours under proposals outlined yesterday by the European Commission.

The proposals mark the first extension of the European Union's "working time directive", and EU governments would be expected to adopt them by the end of 1999. However, junior doctors will have to wait at least seven years before the limits apply. Meanwhile, health service employers will be able to request average working weeks of 54 hours.

The Commission said the proposals would cut road deaths and improve healthcare. "Tired drivers are a menace not only to themselves but to everyone else," said Neil Kinlock, transport commissioner. "Trucks and coaches are involved

in 18 per cent of accidents in the EU. That represents some 18,100 deaths of which a fifth are directly or indirectly related to driver fatigue."

However, road hauliers said the proposals would increase costs and put thousands of jobs at risk. The Commission's plans also caused concern for health service managers in the UK and Ireland, where junior hospital doctors traditionally work long hours.

Although the UK's Department of Health said the government was committed to a 48-hour limit for junior doctors, it said any reduction in their working time would have to be carried out carefully.

Pedraig Flynn, employment commissioner, said more than 15 per cent of junior doctors in Britain worked more than 56 hours. He said a seven-year exemption to allow working weeks of 54 hours would allow countries to train more doctors and make other adjustments.

The majority of EU workers are already covered by EU legislation approved in 1993 to restrict working weeks to 48 hours, but transport workers and junior hospital doctors are exempted.

Under yesterday's proposals, road transport workers would be allowed to work for up to 60 hours in a week providing the average over four months is 48. They would be entitled to daily rest of 11 hours, with restrictions on night hours.

The Road Haulage Association in the UK said the proposed laws were tighter than those applying to other workers. It said the cost of distributing newspapers and perishable goods could rise by up to 30 per cent and 15,000 road transport jobs could be lost in the UK.

The Commission's proposals will also put into legal effect agreements between employers and unions in the maritime and rail industries for working hour restrictions.

Intel chief attacks UK high prices for harming PC sales

By Deborah Hargreaves in London and Roger Taylor in Las Vegas

US visitors often complain they pay as many pounds for things in Britain as they do in dollars at home - whether a taxi ride, a visit to McDonald's or to the theatre. Many Europeans also complain about high prices in the UK.

Yesterday, Craig Barrett, chief executive of Intel, the world's largest computer chip company, accused Dixons, the leading personal computer retailer, of charging high prices for PCs. "Dixons charges ridiculous margins and resists the low-cost PC route," Mr Barrett said when asked why personal computers had not achieved higher levels of sales in the UK.

According to a recent study, a PC that costs \$1,222 in the US sells for \$1,913 in the UK. In Germany, which has nine competing retailers, it costs \$1,260.

Dixons says the figures are not comparable because the UK machines have higher specifications and the retail chain provides a higher level of service than other

PERSONAL COMPUTERS*

	Prices in \$
United Kingdom	1,913
Germany	1,260
France	2,083
United States	1,272

*Based on a microtitanium PIII 533MHz processor, 4.0Gb hard drive and 32Mb Ram. Source: Comstar

international stores. Higher retail prices in the UK have led to British shoppers visiting New York for the weekend to fill suitcases with consumer items. A Sharp camcorder is available in New York at \$228 compared with \$250 for a similar machine at Dixons.

Shoppers say prices for items from CDs to chocolates are cheaper in the US and on the continent than in Britain. Part of the reason has been the recent strength of the pound but there is a suspicion that competition in most retail sectors is not as vigorous in the UK as elsewhere.

UK supermarkets, for example, dominate food retailing with an estimated 47 per cent of the \$88bn-a-year food market. The country's leading

four supermarkets are being investigated by the Office of Fair Trading to determine whether their profitability comes at the expense of customers and suppliers.

UK prices for household goods and detergents are among the highest - in some cases the highest - in Europe, according to a report by Dresdner Kleinwort Benson, the UK investment bank. Ariel, the detergent cost 6.6 euros in the UK and Germany compared with 3.9 euros in the cheapest EU country, Spain.

"The prices vary far more than you can justify in terms of cost, and the introduction of the euro will inevitably lead to some price adjustment," one of the report's authors said.

Supermarkets have started to undercut Dixons in the PC market. Analysts believe this will bring prices down in the long run. Dixons say they have led the price-cutting. Tesco, the supermarket chain recently began selling Siemens PCs at \$889. Dixons has responded with a \$499 model.

See Lex

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Kenneth Starr, the independent counsel, is due to testify about the Lewinsky affair before the House today. Report, Page 4. Picture: AP

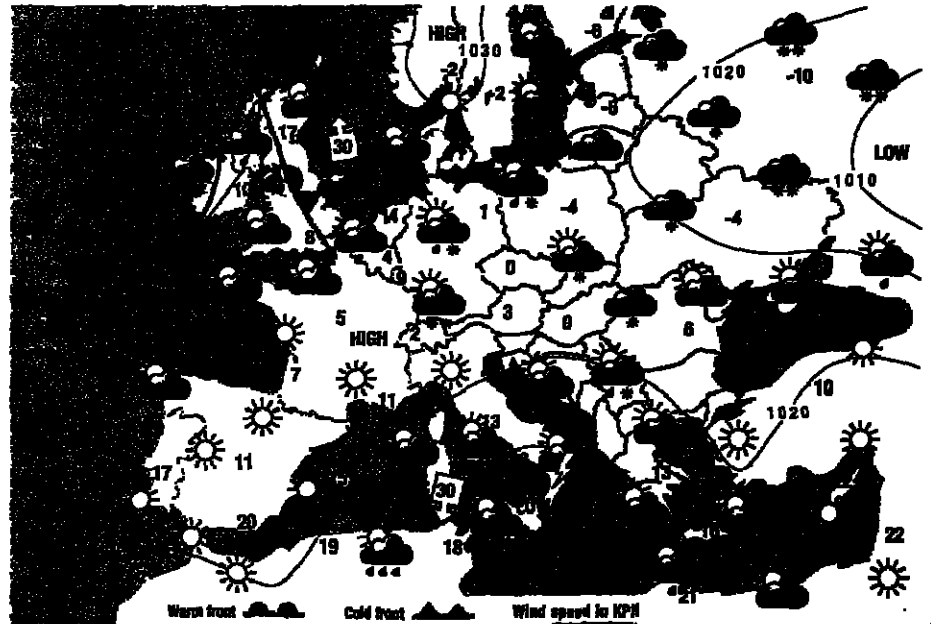
FT WEATHER GUIDE

Europe today

The central and eastern Mediterranean will be cool and showery, but the western Mediterranean will stay fine and mild. Much of north-west Europe will be dry and cold with early frost and fog, although north-west France will be milder with some rain. Central and eastern Europe, together with Scandinavia, will remain very cold and wintry.

Five-day forecast

Scandinavia will be cold at first, but mild south-westerly winds will penetrate all but the extreme east and far north by the end of Saturday. The British Isles will become milder and more changeable but remaining parts of Europe will stay cold with widespread severe frosts away from the Mediterranean.



Situation at midday. Temperatures maximum for day. Forecasts by FT WEATHER CENTRE

TODAY'S TEMPERATURES			
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FINANCIAL TIMES COMPANIES & MARKETS

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Week 47

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INSIDE

Questions asked as Baan falls 80%
Baan, the Dutch developer of complex business software, has suffered an 80 per cent dip in its share price over the past seven months. Baan leads its rivals in what is a booming and lucrative market, so what is going wrong? Page 21

Bullion weakness hits gold shares

The rand's recovery against the dollar is not the only factor weighing on South African gold shares. The dollar price of gold bullion (left) has also disappointed investors. By yesterday the gold index had lost about 21 per cent since its October peak, when the bullion price hit \$300 per ounce. However, analysts say gold mines will survive the rand's rebound. *Emerging Market Focus*, Page 40; *Observer*, Page 15

Shops outdo their online rivals

The limitations of online selling, as outlined in a new report, have highlighted the fact that internet retailers are yet to match traditional shops in terms of purchasing and marketing costs. Indeed traditional retailers are predicting strong sales in the pre-Christmas period. Page 20

VAW expansion plans well on track

Yip, the German conglomerate, wants its VAW unit to feature more in the aluminium sector. After a deal VAW closed in May and news this week that it was talking to Switzerland's Algroup, formerly Alusuisse, it would seem things are going well. *Commodities*, Page 30

Argentina launches \$1bn bond

Argentina launched the biggest emerging market bond issue since the August crisis. The \$1bn bond was also the first "stand-alone" emerging market bond to be issued in dollars since August. *Capital Markets*, Page 28

US banks fighting harder for share

This week Morgan Stanley Capital International, an arm of the investment bank, launched a euro-denominated bond index, so joining the likes of Lehman Brothers, Merrill Lynch and J.P. Morgan. US investment banks are clearly fighting harder than many of their European counterparts for market share after monetary union. *Business and the euro*, Page 27

Japanese bank sector sees recovery

The future for Japan's banks at last seems brighter, at least judging by the recent strong bounce in shares. While the broad market fails to impress, the banking sector yesterday ended 35 per cent up on just 10 weeks ago. Page 18

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Telefónica plans to offer bonus shares

By David White in Madrid

Telefónica, the leading Spanish telecommunications company, yesterday broke with past practice and announced plans to give shareholders bonus shares instead of paying a dividend. Juan Villalonga, the company's chairman, said he would propose to a board meeting next month not to pay any dividend out of 1998 profits and to carry out the first of two free share issues, on the basis of one new share for every 50 held.

Chairman makes surprise proposal to drop dividend payments entirely

is expected next spring, under an authorisation granted at the company's annual meeting in June. The announcement came after a 15 per cent rise in net profits for the first nine months and a company forecast that net earnings for the year would rise to between Pta215bn (\$1.52bn) and Pta220bn from Pta190bn last year. The plan, designed to enable the group to keep cash resources, is in line with Mr

Villalonga's pledge to find alternative ways of rewarding shareholders. However, the decision to drop dividend payments entirely came as a surprise. Lucia Granda, analyst at Merrill Lynch in Madrid, said Telefónica had been expected to cut its dividend by about half from the previous total payout of Pta102 per share, in conjunction with a new share dividend. She said it would be the first time Telefónica had suspended

dividends and the first move of its kind by a major Spanish company. Telefónica's shares closed marginally down in line with the market trend at Pts6,270, compared with Pts6,280 on Tuesday. In meetings with analysts this week, Telefónica predicted net profit increases of 15-20 per cent a year over the next three years, compared with an expected annual growth rate of between 3 and 6 per cent in operating revenues.

The company also made clear it planned to continue cutting jobs in response to deregulation in the Spanish telecoms market, and would set aside Pta298bn from reserves in the final quarter to cover future labour contingencies. Telefónica's Spanish workforce is expected to be below 55,000 at the end of this year compared with staff numbers of more than 72,000 when the current programme of early retirement and voluntary

redundancy began four years ago. The company gave no figures for forthcoming cuts but said that productivity could improve from 325 to 400 telephone lines per employee by the end of 2000. Analysts and trade union officials said this indicated a reduction of 9,000 more jobs. Telefónica also announced that it was setting up two new separate units, one to handle its global data transmission business, including Latin America, and the other to develop internet and online services.

Pre-Christmas rush to issue bonds after US Fed's glad tidings

The markets are open again but borrowers face higher costs, says Edward Luce

A wide range of borrowers - including the Polish city of Krakow and the French railway authority - took advantage yesterday of the improvement in market conditions to issue bonds. The quarter-point reduction in US interest rates on Tuesday afternoon buoyed market sentiment and helped further reduce fears about a continued liquidity contraction in the bond markets.

Most bankers expect the market to continue to stabilise and liquidity to become gradually available for the less creditworthy borrowers, possibly including those rated below the investment grade threshold of BBB minus for Standard & Poor's and Ba3 for Moody's Investors Service.

Yesterday Argentina, which has a rating of BB/Baa3, issued a \$1bn bond, the largest emerging market offering since August. However, there are only two or three weeks left this year for borrowers to take advantage of the renewed confidence in the bond markets and tap fresh debt. The bond market traditionally grinds to a halt by mid-December as banks and investors tidy up their books for the end of the calendar year.

Economists also warned that the outlook for the credit markets remained mixed in spite of the surge of liquidity in US and Europe. A widely forecast slowdown in economic growth rates in 1999 is expected to restrain any exuberance.

In addition, corporate earnings growth is expected to slow in the US and this could hit share prices. Credit spreads, especially in the high-yield bond markets, closely track equity prices. "Spreads in the bond markets are linked to the economic cycle," said Iffy Islam, a senior economist at Deutsche Bank. "When growth rates fall, credit spreads normally widen."

The markets had already discounted this week's US interest rate cut in advance," said Xavier Werner, head of the European bond syndicate at ABN Amro. "If the US Federal Reserve had left rates untouched then it could have had a very negative effect on sentiment."



But in the short-term, there is a large queue of borrowers hoping to issue bonds before Christmas. It includes Rolls-Royce and Continental AG, and several emerging market governments. Demand for new debt is expected to be underpinned by the growing mountain of cash available to investors, thanks to the large amount of redemptions of existing bonds since August and the absence of new issues to take their place.

In addition, the approach of European monetary union is encouraging Asian and other central banks to redenominate a portion of their foreign exchange reserves into the euro or into leading pre-euro currencies, notably the D-Mark. As a result Asian and, in particular, Japanese investors

have provided an unusually high proportion of demand for recent bond issues, including more than 50 per cent of a DM500m bond offering by Finland this week.

The Bank of China is thought to be planning to denominate 15 to 20 per cent of its reserves in euros. This will provide a strong counter-cyclical demand base for bonds issued in euros. "The approach of EMU will keep the eurobond markets active unless there is another financial meltdown like Russia," said one bond syndicate official in Frankfurt. Bankers also said there was a strong chance in the near future of the first high-yield bond in a European currency since August.

Bonds, Page 28

AmexCo aims for Japanese brokerage arm

By John Authers in New York

American Express, the US financial services group, is applying for a licence to launch its financial brokerage division in Japan. It is part of a plan to sell US-style investment products to Japanese consumers. James Cracchiolo, who took over as president of AmexCo's international division this year, said the move into Japan was part of an attempt to boost the share of company profits outside the US to 50 per cent over the next five to seven years. At present it accounts for about 30 per cent.

In Japan, the company will seek a licence for its American Express Financial Advisers unit, one of the largest US retail brokerages, which has increased its revenue significantly in the past two years by cross-selling by the company's flagship charge cards.

Mr Cracchiolo said AEFA would set up business under the umbrella of American Express, adding: "We'll be expanding that activity directly to Japan."

In the US, cardholders are invited to free consultations with the group's financial advisers, who sell products from a range of companies and compile financial plans for a fee. More than a third of AEFA's revenues are derived from referrals from the card business.

AmexCo is hoping to build from the strength of its brand recognition in Japan and from the demand in Japan for inter-

national investments, which they hope will be caused by the current low interest rates on traditional Japanese savings products.

Other US financial services companies have plans to sell retail investments in Japan or to provide fund management for Japanese companies. Citicorp, the result of the merger of Citicorp and Travelers Group, is aimed at cross-selling products on the back of strong international brands.

In other parts of the world, according to Mr Cracchiolo, "we are probably looking more for a targeted way to extend products such as mutual funds and insurance". The company would probably do this through other channels, including working with banking institutions.

In other countries, it is looking for cross-selling between its card business and its private bank, including a pilot scheme offering lines of credit to wealthy cardholders in Japan.

It is also continuing the aggressive strategy it launched three years ago to offer cards in partnership with banks, abandoning its longstanding policy of distributing only by direct marketing. It is focusing on corporate cards, used as an aid to corporate travel and entertainment expenses.

Yesterday it announced "co-branded" corporate cards with HSBC Bamerindus of Brazil, and this follows similar ventures with Credit Lyonnais in France, and Banco Itai in Mexico.

Japan's big trading groups post disappointing results

By Michio Nakamoto in Tokyo

Japan's largest general trading companies yesterday reported disappointing interim results, reflecting Asia's economic problems and difficulties in focusing on profitable areas.

They suffered large valuation losses on their securities holdings, with the aggregate losses for the top six amounting to over ¥200bn (\$1.6bn).

The companies are having to allocate investment funds to troubled areas such as southeast Asia, largely to guarantee loans by subsidiaries. "These are not investments that are laying the foundations for further profits in the future," said Kota Nakako,

industry analyst at Warburg Dillon Read in Tokyo.

Sales in the six months to September were down industry-wide and were particularly noticeable in the materials sectors.

Nissio Iwai saw group sales fall 2 per cent to ¥4,640.3bn but pre-tax profits before exceptional losses plunged 77 per cent to ¥7.5bn (¥3.4bn). It blamed the sharp fall on a rise in interest costs and in investment losses. The group's net loss came to ¥35.5bn, against ¥13.5bn profit last time.

Yoshinori Takeda, executive managing director of Nissio Iwai, said yesterday that the company would borrow ¥500bn to ¥600bn from Sanwa

Bank, its main bank, and others to meet redemptions of bonds and commercial paper coming due in the near term. These amounts to ¥530bn in commercial paper and ¥100bn in corporate bonds.

Mitsubishi and Sumitomo also reported consolidated results. Group sales at Mitsubishi were down 11 per cent to ¥7,046.4bn (¥7,911.8bn) and pre-tax profits before exceptional losses fell 45 per cent to ¥39bn (¥70.6bn).

Sumitomo suffered an 8 per cent drop in group sales to ¥5,745.5bn (¥6,225.7bn), but securities sales helped lift pre-tax profits before exceptional losses 23 per cent to ¥33.8bn (¥27.4bn).

Euro Disney warns royalty fees will mean tough 1999

By Robert Graham in Paris

Euro Disney, operator of the Paris-based theme park, warned yesterday of tough challenges in 1999 as royalties and management fees to the Walt Disney Company begin to be reinstated and debt repayments increase.

The warning came as Euro Disney unveiled a 34 per cent increase in net income to FF220m (\$32m) from FF217m in the year ended September, owing to a strong improvement in operating performance. Exceptional profits of FF42m from property developments at Disney's Val d'Europe site outside the French capital also helped boost the result. Since 1994,

Walt Disney - which owns 39 per cent of Euro Disney - has waived royalties and management fees to ease the financial squeeze caused by start-up problems at the theme park. These will be gradually reinstated from next year, lasting until 2003. Yesterday the company said this would cost FF220m in 1998-99, on the basis of 1997-98 revenues.

Increased principal repayments on the underlying debt of the operating leases will also push up lease charges next year by FF82m. Lease and net financial charges increased last year by FF180m to FF650m. However, borrowings remained stable at FF15.8bn and Euro Disney retained an unused FF1.1bn

borrowing facility from Walt Disney.

The shares, which had initially climbed on the back of the results, fell back in late trading to end more than 3 per cent down at FF8.25.

Gilles Félissou, Euro Disney chief executive, said a combination of higher entry charges and a new attraction would help offset the extra costs. Disneyland Paris is the single biggest tourist attraction in France, with 12.5m visitors a year.

Entry fees during the high season will rise next year by FF10 a head, to FF220 for adults and FF170 for children. Total resort revenues reached FF5.89bn against FF5.67bn.

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TELECOMMUNICATIONS JAPANESE CELLULAR PHONE OPERATOR SEES NET PROFITS MORE THAN DOUBLE

Strong market expansion boosts DoCoMo

By Michio Nakamoto in Tokyo

Continued strong expansion of the cellular phone market in Japan supported a buoyant interim performance by NTT DoCoMo, the dominant cellular phone operator that listed last month in the largest initial public offering in the industry.

Revenues rose 16 per cent from ¥1,238.7 to ¥1,428.9bn (\$11.97bn). Pre-tax profits

rose 42 per cent to ¥333.1bn, while net profits more than doubled to ¥154.9bn.

The company, which has more than 50 per cent of the Japanese domestic cellular phone market, increased the number of subscribers among its regional companies by 18 per cent to 20.8m and at the parent company by 15 per cent to 8.4m. This compares with a total market in June of 40m.

The group completed an \$18bn IPO last month and its share price surge in the wake of the listing. Yesterday, the shares closed up ¥20,000 at ¥45.5m, against an initial offering price of ¥39.9m.

The group expects to add 5.4m cellular phone subscribers in the business year in spite of a slowdown in the rate of growth of the market in Japan.

However, subscribers to DoCoMo's paging services were 36 per cent down at its nine subsidiary companies and fell 37 per cent at the parent company.

Of greater concern is the personal handyphone service business, which DoCoMo took over after its parent company, NTT, decided to close its subsidiary PHS companies.

While the fall in subscri-

ers was not as sharp - 14 per cent for the regional companies and 13 per cent for the parent - the losses in its PHS operations were expected to total ¥10.4bn in the current business year alone, said Keiji Tachikawa, DoCoMo's president.

DoCoMo is also likely to continue facing rising capital expenditures as a result of its efforts to launch W-CDMA, an advanced cellu-

lar phone system. In the first half, capital spending rose 12 per cent for the parent and 9 per cent for the regional companies.

In the full year, DoCoMo expects revenues to rise 15 per cent to ¥3,066.6bn and pre-tax profits before exceptional items to rise 9.3 per cent to ¥292.2bn (\$2,411.6bn). Net income is forecast to rise 43 per cent to ¥172.9bn (\$1,428.9bn).

Stock market rally suggests new dawn for Japan's banks

The rise in stocks has led to questions over whether restructuring can lead to a sustained recovery, writes Gillian Tett

As the outlook finally brightens for Japan's beleaguered banks? The stock market would seem to suggest so.

While the Nikkei 225, the key stock market indicator, has wallowed around 14,000 in recent weeks, Japan's banking sector has staged a striking rally. Yesterday, for example, the sector closed at 370.37 points, its highest level since early August - and 35 per cent higher than just 10 weeks ago.

This rally has been conducted on thin volumes from a very low base. But it also comes amid intriguing signs of restructuring. And with the largest banks due to start reporting their half-year results today, the question is whether this "restructuring" will be enough to end the long-running malaise dogging the sector.

There is still considerable cause for pessimism. The interims are likely to show that all the banks have enjoyed strong rises in operating profits, predicts Yoshiyoshi Yamada, banking analyst at Merrill Lynch. But this is largely due to high returns on their vast holdings of Japanese government bonds, which could evaporate in the second half if the

bond market tumbles. And all the banks are also likely to report large losses on equity portfolios and continued bad loans write-offs.

Meanwhile, analysts' estimates of the scale of the bad loans are, if anything, still

The banks are poised from today to announce a wave of restructuring

rising. Moody's, the US credit rating agency, warned this week that resolving the banking problems could require 20 per cent of Japan's gross domestic product and cited this as a key reason to downgrade Japan's sovereign debt.

Standard & Poor's, another credit rating agency, has recently announced that banking bad loans could be double the government's ¥87,000bn (\$736bn) estimate. Furthermore, there is little evidence that international investor concern about weaker banks has evaporated. Instead, Japanese banks have faced such dire

problems raising dollar funds towards the year end, for example, that it has caused some startling market distortions, such as negative yen interest rates.

But against this grim litany, two other factors stand out. One is evidence that the government is actually implementing part of its recently announced ¥60,000bn support package for the banks.

It has already started to nationalise Long Term Credit Bank and looks set to inject public funds into the banks' capital bases soon.

Masaru Hayami, governor of Bank of Japan, has also been urging the banks to accept an injection of public funds into their capital bases. In recent days, Industrial Bank of Japan, Fuji, Sumitomo, Daiwa, Tokai and Yasuda Trust have all said they will apply for injections, ranging from ¥200bn to ¥500bn. Others, such as Sanwa, are expected to follow suit from today.

But secondly - and most importantly - the banks are poised from today to announce a wave of "restructuring".

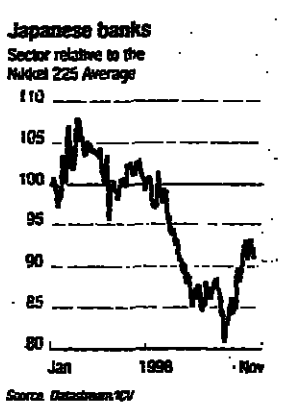
Some, such as Daiwa, are streamlining their businesses by withdrawing from overseas operations. Most claim to be cutting costs in other ways as well. Sanwa is slashing bonuses this year,



Masaru Hayami has urged banks to accept an injection of public funds into their capital bases

while Sumitomo has pledged to cut staff, and Sakura has even offered to sell its prized staff holiday houses.

A clutch of alliances has emerged. Some effectively strengthen traditional relationships in *keiretsu*, the Japanese business groupings. Sumitomo Trust and Sumitomo, for example, are collaborating more closely. But others are cutting across *keiretsu* lines. Dai-ichi Kangyo and Fuji are merging their trust bank subsidiaries and plan to purchase the asset management business



tions in April delivered minimal reform. And the government recently decided to soften the conditions for the new round of injections to persuade the banks to apply.

A bank receiving funds with a capital ratio of more than 8 per cent, for example, need only pledge to sell unnecessary facilities, increase lending to small businesses, raise its return on equity and cut operating expenses.

But after a year of repeatedly dashed hopes for reform, the latest market rally suggests that a few investors are prepared to clutch at straws.

"The long awaited banking turning point has come," argues Robert Zielinski, banking analyst at Lehman Brothers. "We strongly believe that the government will take whatever steps necessary to revitalise the banking industry."

The big danger now is that if the banks dash these reform hopes yet again this winter, the next round of share price falls could be even more devastating than the last.

Siena - Piazza La Lizza, 1 - 3

Proprietor
Banca Monte dei Paschi di Siena S.p.A.

Servizi Immobiliari Banche S.I.B. S.p.A. has been entrusted with the task of promoting the sale of the four star hotel complex, called Hotel Excelsior, situated in Siena, Piazza La Lizza 1 - 3, including main furnishings and fittings, as is and in its present legal status. Located in a prestigious position, near the city centre and easily accessible, the building comprises 6 floors and 5 basement floors, with 126 rooms, sleeping 222. It covers an area of approximately 8,000 sq.m. and was totally restored at the beginning of the 80s. The complex offers conference services with various sized meeting rooms, restaurant, bar and suitable equipment. The business is presently retained by a firm operating in hotel management, to whom the right of pre-emption has been recognised, apart from the obligation of vacating the premises within a specified period of time in the event of the non-exercise of this right. In accordance with the prior agreements established with the Owner, the buyer will have to handle the management directly with the current management, undertaking, furthermore, to maintain the current employment levels of the hotel company. Those interested in buying the property should submit fully secured purchase offers by 12.00 pm on 18th December 1998 by registered mail with return receipt sent to the following address: Servizi Immobiliari Banche S.I.B. S.p.A., Via Verziere, 13, 20122 Milano - Italy.

Procedure to be followed for the submission of offers:

- the offer must be prepared according to the form available at the Milan office of Servizi Immobiliari Banche S.I.B. S.p.A. (located in Via Verziere, 13) where full documentation relating to the property, including the text of the agreement with the present tenant, is available;
- the purchase price, net of taxes, for the whole property on sale must be stated and the payment dates and methods, as well as the offer's term of validity (at least 90 days), must be specified;
- offers must contain the declaration that the Offeror is submitting the offer solely in his own name and not on behalf of any other person/company to be disclosed later; furthermore, the Offeror must enclose a bank declaration that an irrevocable time deposit has been made up to the expected expiry date of the offer in favour of Banca Monte dei Paschi di Siena S.p.A. for an amount no less than 10% of the price offered. This declaration must be prepared according to the form available at Servizi Immobiliari Banche S.I.B. S.p.A.;
- the Offeror must also authorise, in accordance with the Italian Private Law 675/96, the disclosure of personal data by Servizi Immobiliari Banche S.I.B. S.p.A. and the communication of such data to the Owner.

The offers so received shall be evaluated by Banca Monte dei Paschi di Siena S.p.A. Where an offer is accepted, the relevant Offeror will be notified by registered mail in the presence of a number of officers. The Offeror reserves the right to withdraw (by registered mail, stating thereby how to raise bids) to attend a meeting of the date of which shall be therein indicated where higher offers can be made within the framework of competitive bidding. The property can be visited by appointment, such appointment to be confirmed by fax to the Milan office of Servizi Immobiliari Banche S.I.B. S.p.A. for the attention of the Sales Manager.

The present notice is not an offer to the public under Article 1336 of the Italian Civil Code. Therefore, the receipt of any offers as well as the subsequent competitive bidding process, if any, imply no obligation to sell the property to the Offerors. Also, no brokerage and/or advisory fee is due to anyone, including in the event that an offer is accepted. The Italian version of this notice shall prevail over any other text published in any foreign language in any non-Italian newspaper. (This notice and the disposition procedure shall be governed by Italian law)

Full documentation about the property is available also on the Internet:
<http://www.sib-spa.com>



Via Verziere, 13 - 20122 Milano
Tel. 02-77.83.1
Fax 02-77.83.217
E-mail: Sales Manager:
business@sib-spa.com

NATIONAL BANK OF CANADA

US\$ 250,000,000 Floating Rate Notes due 1999

In accordance with the Description of the Notes, notice is hereby given that for the Interest Period from November 12, 1998 to February 12, 1999 the Notes will carry an Interest Rate of 5.0000% per annum.

The Interest Amount payable on the relevant Interest Payment Date, February 12, 1999 will be US\$ 143.34 per US\$ 10,000 principal amount of Note and US\$ 1,433.43 per US\$ 100,000 principal amount of Note.



CONTRACTS & TENDERS

NORTHERN DEVELOPMENT COMPANY

on behalf of the North of England Development Agency
wish to commission consultants to assist with the development of a Regional Economic Strategy.

A brief for the proposal is available on request from:
Phil Shakeshaft
Director of Corporate Affairs at NDC
email: richard.lead@norder.co.uk
Telephone: (0191) 204 2283
Fax: (0191) 201 2821

LEGAL NOTICES

IN THE HIGH COURT OF JUSTICE
CHANCERY DIVISION

NOTICE OF RECEIPT OF THE ORDER OF THE COURT

IN THE MATTER OF THE ESTATE OF THE LATE MR. JOHN ROBERT GIBSON (DECEASED)

NOTICE IS HEREBY GIVEN that the Order of the Court made on 11th November 1998 in the above matter is hereby received and the same is being complied with.

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NEWS DIGEST

AIRLINES

Qantas falls after warning on profits

Qantas Airways shares fell 10 cents to AS2.46 yesterday after Gary Pemberton, the national carrier's chairman, warned it may not be able to match last year's AS\$304.8m (\$170.3m) profit. Asia's economic crisis had resulted in heavy price competition, especially in the Asia to Europe routes, he said. As intra-Asia flights were cut and intercontinental flights increased, price competition was accelerating on Qantas' traditional long-haul "kangaroo route" to Europe in particular.

Mr Pemberton said he was not expecting any recovery in business soon. Recovery would take some time and there would be "no miracle U-turn", he said.

Qantas will refocus on cost reduction and improved efficiency to boost profitability. Already, the airline has rationalised its services to south-east Asia and Japan and it ended services to Korea earlier this year.

It expects to complete the third stage of its competitive tendering for airport services in Darwin, Adelaide, Canberra and two other regional terminals by the end of this year.

James Strong, managing director, said the possible acquisition of a part of Thai Airways by Qantas had been delayed and that the Thai government was now appointing financial advisers. Stephen Wyatt, Sydney

LEASING

Orix lifted by investments

Orix, the Japanese leasing company, yesterday reported consolidated net profits of ¥12.2bn (\$107.7m) for the first six months of this year, up 15 per cent on the same period last time on revenues up 35 per cent from ¥222.4bn to ¥300.5bn.

The company said revenues were boosted by a sharp rise in interest receipts from loans and securities holdings as well as a jump in revenues from life insurance policies and the investment of those funds.

Koichi Maki, senior managing director, said the company had reported all-time high first half pre-tax profits for four straight first halves, supported by a strong rise in operating income. "The rise in income from our life insurance operations was notable, as it almost doubled," he said.

Mr Maki said Orix net profit forecast for the year to March from ¥30bn to ¥25bn due to the continued uncertainty over prospects for earnings of its Asian leasing joint ventures.

"We have limited opportunity to launch new leasing business in Asia since the Asian currency crisis occurred," he said. "As earnings of our Asian affiliates have remained unexpectedly weak, we cut the net profit forecast."

On an unconsolidated basis, pre-tax profits fell 45 per cent from ¥15.7bn to ¥8.55bn. Sales totalled ¥375.3bn, up 11 per cent on a year ago.

Orix also announced that it was to absorb its subsidiary Orix Interior, a carpet maker, on April 1. The merger ratio will be one Orix Interior share for 0.02 Orix share.

Orix Interior, which is listed on the second section of the Osaka securities exchange, said it would transfer all operations, assets and liabilities except those in its finance division to a wholly owned subsidiary on March 31. The OSE suspended trading in Orix Interior shares following the news. Agencies, Tokyo

Comments and press releases about international companies coverage can be sent by e-mail to international.companies@ft.com

CONTRACTS & TENDERS



ECONOMIC & FINANCIAL SERVICES S.A. (formerly GREEK EXPORTS S.A.)

ANNOUNCEMENT

FIRST PUBLIC TENDER FOR THE SALE OF THE ASSETS OF "GREEK OPTICS INDUSTRY S.A." distinctively entitled "ELVOP DIMOSYNETERISTIKI S.A." NOW IN LIQUIDATION

ETBA FINANCE ECONOMIC & FINANCIAL SERVICES S.A. established in Athens (1 Enfilothessou St.), as a special liquidator by virtue of Decision No. 4681/1998 of the Athens Court of Appeal, of the above company which is in special liquidation as per article 46a of Law 1802/1990, as supplemented by article 14 of Law 2000/1991, is in force today.

ANNOUNCEMENT

A First Public International Tender, with sealed, binding offers, for the sale of the total assets of "GREEK OPTICS INDUSTRY S.A." ("ELVOP DIMOSYNETERISTIKI S.A.")

Activity and Summary data on the Company

The Company in special liquidation owns a factory in the Industrial Zone of Larnaka, which produces finished plastic frames for sunglasses and spectacles using exotic cellulose in sheets as raw material. The unit is established on a plot 3,850 m. x 300 m. the buildings covering 1,736.93 m² (not counting the conservatories that cover an area of 71.44 m²). The factory is a rural construction, with thermo-insulating shades, aluminium window frames with double-glazing and air conditioning. The machinery is suited to the production of spectacle frames. The surrounding area is paved and fenced, with plants and adequate parking space for cars, operator storage, easy access for lorries, while its shape is rectangular and lacks any paved roadway.

Terms of the Announcement

- The tender will be conducted in accordance with the provisions of article 46a of Law 1802/1990 as supplemented by article 14 of Law 2000/1991 as currently in force; the terms contained in the present Announcement and the terms contained in the Offering Memorandum, regardless of whether or not they are repeated in the present. The submission of a binding offer implies acceptance of all these terms.
- Interested parties may obtain a detailed Offering Memorandum and ask for any other information on signature of a confidentiality agreement.
- In order to participate in the tender, interested parties are invited to submit a sealed, binding offer to the Athens notary public assigned to the tender, Mrs. Paraskeva Spyridonos Stathopoulou, at 71-73 Academeia Street, Athens, 101, (201) 3811955 by 12 noon on Thursday, 10th December 1998. Offers must be submitted in person or by a legally authorised representative. Offers submitted beyond the time limit will not be accepted or taken into consideration. Offers must not contain terms upon which their bid/contract will depend or which create reservations with regard to the amount or the method of payment of the offered price or with regard to any other essential points.
- Offers must be accompanied, on penalty of cancellation of the offer, by a letter of guarantee from a first class bank legally operating in Greece, in the amount of fifty million drachmas (GDR 50,000,000) as per specimen contained in the Offering Memorandum, valid until the adjudication for the sale of the assets of the company.
- The offers will be opened by the above-notified notary in her office at 14:00 hours on Thursday, 10 December 1998. Interested parties who have submitted binding offers within the time limit are entitled to attend the opening of the offers.
- The sealed, binding offers must specify the offered amount and the method of payment (whether in cash or on credit). In the event that payment is to be on credit the offer must state the number of instalments, when they are to be paid and the interest rate during the entire period up to final settlement. If payment is not made in full, the method of payment, in the event that payment is to be on credit, the rate of interest, then it will be correspondingly deemed that all the amount will be paid in cash, b) the balance on credit will not bear interest and c) the rate of interest for the balance on credit will be calculated on the interest rate of the latest issue of state bonds of one year's duration.
- The bidder is offered for any kind of production that the purchaser may choose, in any event, however, the purchaser must at his own expense and risk, see to the corresponding issuing of the necessary work permit. It is to be noted that the previous work permit expired on 10 October 1998.
- In the event of part payment on credit, the present value will be taken into account, which will be calculated with the interest rate of the latest issue of state bonds of one year's duration. If the offer is made in foreign currency, for its conversion into drachmas, the fixing price of the Bank of Greece on the first day for the submission of offers to the present tender will be used.
- The highest bidder to the tender will be the one whose offer will be deemed by the creditor ETBA S.A., following the proposal to this effect by the liquidator, to be the most satisfactory for the company-in-liquidation's creditors.
- The elements which make up the company's assets shall be sold "as is and where is" and, more specifically, in their actual and legal condition and at the place where they are situated on the day of signature of this sale contract. The liquidator and the creditors are not responsible for legal or actual defects or deficiencies of any kind of the assets or sale, nor for any incomplete or inaccurate description of them in the Offering Memorandum. Interested parties, should, with their own means, responsibility and diligence and at their own expense, take into account and form their own opinion of the objects for sale. The submission of an offer implies that the interested party is fully aware of the legal and actual state of the objects for sale.
- In the event that the person to whom the assets of the company under liquidation are adjudicated fails in his obligations to appear at the time and place specified in the liquidator's invitation, in order to sign the relevant contract in accordance with the terms of the present Announcement and of his offer, as finally composed, then the guarantee, so given, is forfeited in favour of the liquidator and the creditors in order to cover all expenses of any kind, time spent and lost or paper losses guarantee costs.
- The liquidator bears no responsibility towards participants in the tender, both with regard to the report accompanying the offer or to his proposal of the highest bidder. Also, he is not liable and has no obligation to the participants in the tender in the event that the tender is cancelled or declared null and void if its result is deemed unsatisfactory.
- Those parties taking part in the tender and submitting offers do not acquire any right, claim or demand from the present Announcement and from their participation in the tender, against the liquidator or the creditors for any reason or reasons.
- According to para. 13 of article 46a of Law 1802/1990 the sale contract and the necessary transfers accruing from it and any other relative transaction are exempted from taxes, dues or other or third party rights or encumbrances, while the rights and fees of the taxes of lawyers, notaries and mortgagees are restricted to 30%. Any expenses incurred in the sale of the assets (VAT, duties, taxes, lawyers, notaries and mortgagees, judicially supervisors, etc.) rights and other expenses are to be borne by the buyer.

The present was drafted in Greek and translated into English. However, in the event of differences occurring in translation, the Greek text will prevail.

In order to obtain the Offering Memorandum and for any additional information, please apply to the offices of the liquidator ETBA FINANCE Economic & Financial Services S.A.

1 Enfilothessou St., 101 Athens, Tel. (201) 7280210, (201) 7280258, (201) 7280508 and Fax (201) 7250654 (Mr. Papadimitriou and Mrs. Anastasiadou)



HSBC Holdings plc

US\$250,000,000

Subordinated Collared

Floating Rate Notes 2008

The notes will bear interest at 5.00% per annum for the

interest period from 19 November 1998 to 19 May

1999. Interest payable on 19 May 1999 will amount to

US\$25.14 per US\$1,000.

US\$25.38 per US\$1,000 and

US\$25.53 per US\$1,000 note.

Global Agency and Trust Services, Citibank, N.A. London

19 November 1998



U.S. \$250,000,000

Subordinated Floating Rate

Notes Due August 2003

Notice is hereby given that the

Rate of Interest for the period

November 19, 1998 to February

19, 1999 has been fixed at 5.5%

and that the interest payable on

the relevant Interest Payment

Date February 19, 1999, against

Coupon No. 23 will be US\$70.28

in respect of US\$5,000 nominal

of the Notes and US\$4,405.00 in

respect of US\$100,000 nominal

of the Notes.

Global Agency and Trust Services, Citibank, N.A. London

INTERNET: BROADBAND DATABASE CREATED

3Com plans high-speed access on PCs

By Roger Taylor in Las Vegas

3Com, the leading manufacturer of computer modems, is drawing up plans to bring simple "plug-and-play" high-speed internet access to the personal computer market.

The company has worked with cable TV companies and telephone companies to create a database of available broadband internet access services in the US. These services allow computers to connect to the internet at speeds between 30 and 300 times faster than most modems used today.

3Com plans to make the database available to direct computer sales companies so that, when customers call, they can instantly establish whether there is a high-speed internet service in their area. They will then be able to install the appropriate modems and software before shipping the computer. The aim is to ensure that the buyer need do little more than plug the computer in to get high-speed access to the internet.

The news comes just days after Compaq, the largest manufacturer of PCs in the world, announced that it would sell PCs with

high-speed DSL modems for as little as \$150.

Analysts say broadband access to consumers will transform the popularity and usefulness of the internet.

John Doerr, the technology venture capitalist, recently said widespread broadband internet access was one of the most important technological moves of 1999, saying most people did not grasp the impact it would have. He said internet use doubled in homes with broadband access.

William Markey, director of 3Com's cable modem business said that broadband access would make "surfing the internet become as easy as switching TV channels".

Broadband will also greatly improve the transmission of sound and video over the internet.

3Com is using its database of broadband services to promote its new cable modem and DSL modem to computer makers. The database will also include information from 3Com's customer database, allowing cable TV and telephone companies to identify which of their customers already use a standard modem and are therefore likely to want to upgrade to the new service.

Italy hopes new brooms will calm its corporate giants

Franco Bernabé and Vittorio Minicato face great expectations in their new posts at Telecom Italia and Eni, writes Paul Betts



Franco Bernabé: one of Italy's top corporate turnaround men

The boards of Telecom Italia and Eni, Italy's two largest companies in terms of stock market capitalisation, are today set to appoint new chief executives with a view to restoring stability at the troubled telecommunications group while ensuring continuity at the oil and gas conglomerate.

In the most significant top management shake-up in the country's recent corporate history, Franco Bernabé, Eni's chief executive, is to take over at Telecom Italia and is expected to be replaced at the helm of Eni by Vittorio Minicato, head of the oil group's chemical operations.

Mr Bernabé is regarded as one of Italy's top corporate turnaround men. When news of his imminent move was leaked last week Telecom Italia shares rose 5 per cent, an eloquent indication of the relief of investors that finally a solution had been found to the company's deepening problems.

The 50-year-old railway worker's son will be taking over at Telecom Italia at a time when the company's

external credibility is rock bottom and internal morale is at an all time low.

Massimo D'Alema, the Italian prime minister, has already given his formal blessing to the management reshuffle, reflecting the importance the government attaches to a rapid resolution of the crisis - some would say "corporate soap opera" - at Telecom Italia.

As an economist, Mr Bernabé worked at the Organisation for Economic Co-operation and Development (OECD) in Paris and spent a stint at Fiat, where he was at one time tipped to head Italy's other corporate heavyweight. He subsequently joined Eni where he led the oil group's recovery.

Telecom Italia has lacked stable top management for nearly two years, after a rapid succession of chairmen and managers. Its privatisation - "the mother of all privatisations" it was dubbed - was hasty and ill-conceived, and there has been no cohesion among new private core shareholders.

Mr Bernabé will not have an easy task; nor is he guar-

anteed to succeed. But there are some similarities to his appointment in 1992 as Eni's chief executive. The oil group was at the time in disarray. Caught up as one of the lead players in the *impeachment* political corruption scandal, morale plummeted.

Mr Bernabé, who said at the time he was like a father who discovered his children were all heroin addicts, set about a sweeping and successful restructuring. He sacked executives and re-

struggling to maintain its waning hold on Italian finance and blue-chip industry, had pressed for a candidate - Stefano Meloni of the Eridiana-Beghin Say agribusiness - close to its fold.

But it was outgunned by the combination of the Fiat Agnelli family, the Treasury and other important shareholders such as Alessandro Profumo, chief executive of the Unicredit banking group and a leading member of the Telecom Italia committee to search for a new chief executive.

Apart from the task of restoring morale and credibility to the group, Mr Bernabé will also inherit a string of unresolved problems at Telecom Italia. These include future international alliances after the collapse first of an ill-fated strategic partnership with AT&T of the US, and then with the UK's Cable and Wireless.

Telecom analysts yesterday said he would have to decide whether to opt for a "mega global alliance" or pursue the company's existing strategy of sectoral or product-based partnerships.

Telecom Italia will also have to define its new multimedia strategy in which it

has already invested about L1,500bn (\$907.5m) not to mention the future of its Italian fibre-optic "Socrate" cabling programme that has absorbed so far nearly L7,000bn of investments and its controversial cordless phone system called Dect.

Mr Minicato's appointment to replace Mr Bernabé is still a delicate issue in that Eni, 57 per cent owned by the government, is having to navigate a difficult course in the depressed international oil market at the same time as bracing itself for the liberalisation of the domestic gas market - a traditional cash cow for the Italian company.

Mr Minicato would flank Guglielmo Moscati, Eni's chairman, an experienced international oil man who formerly headed Agip, the company's main petroleum subsidiary.

Although there were some last-minute attempts to seek a company outsider to replace Mr Bernabé, these manoeuvres against an internal solution appeared to have failed yesterday, especially since the arrival of an outsider risked unsettling the company and provoking internal strife.

See Lex

Competition watchdog puts brakes on UBS

By William Hall in Zurich and Clay Harris in London

Efforts by UBS, the Swiss banking group, to achieve rapid cost savings by rationalising its domestic retail network have been threatened by the Swiss Competition Commission, which is concerned about the closure and merger of branches earmarked for sale to possible competitors.

The competition watchdog has ordered UBS to halt further closures or mergers involving 25 branches that have to be sold as a condition of the official approval of its merger with Swiss Bank Corporation. It has also ordered the bank to reverse measures which might affect the future viability of the branches involved.

The authorities want to use the sale to encourage the creation of a strong competitor. They hope the branches, widely spread throughout the country, will be sold as a single unit and provide a basic network for a new entrant or help a smaller bank to strengthen its position. But Deutsche Bank, once considered a likely purchaser, has signalled it is not interested.

The branches are supposed to have a well-established retail banking client base. However, rationalisation of

the UBS network means that clients are already being transferred to other branches and computer systems are being integrated.

UBS is expected to challenge the decision. It said amalgamation was taking place by region and, in view of the year 2000 technology issue, could not be postponed.

UBS told shareholders this week that it remained committed to investment banking, underlining the "strategic importance" of increasingly important links between Warburg Dillon Read and the group's private banking activities.

The statement indicates that the internal debate over WDR, which reached its height after UBS announced a SFR950m (\$692m) charge relating to Long Term Capital Management, has been resolved for now in favour of the status quo.

UBS, however, also signalled the imposition of tighter controls at WDR and left open the possibility of cost cuts and the withdrawal from some activities.

WDR was reviewing businesses to "ensure focus on its core competencies and the efficient allocation of financial, personnel and infrastructural resources based on rigorous criteria".

Panama power arms fetch \$301m

By Emma Griffiths in Panama City

Enron, AES Corporation, Hydro-Quebec and Coastal Power have agreed to pay \$301m for stakes in Panama's four electricity generating companies. The companies were formed earlier this year after being split from Panama's state power company.

Just four bidders took part in yesterday's sale out of 26 pre-qualified, but the winning bids were comfortably above the government's reserve price of \$206m. The sell-off completes Panama's electricity privatisation.

Stakes in the three distribution companies were sold in September to Union Senoa and Constellation Power also for \$301m. Transmission will remain in the hands of the state.

Enron of the US will extend its influence in the region by paying \$92m for a 51 per cent stake in the thermal generator Bahia Las Minas. It already has interests in Guatemala, Nicaragua, Puerto Rico and the Dominican Republic.

David Haug, Enron managing director, said: "We are

very impressed by the strength of Panama's economy and its prospects. We see the opportunity to invest in this plant to make it cleaner and more efficient which is exactly the kind of situation we looked for." Mr Haug said Enron would be investing \$80m in the plant in the next year in addition to the purchase price.

In a joint bid with Coastal Power of the US, Hydro-Quebec of Canada will pay \$118m for a 49 per cent stake linked with management control of Fortuna, the largest of the generators. Hydro-Quebec already runs generators in Costa Rica and Haiti with other power interests in Mexico.

AES Corporation, also of the US, agreed to pay \$61.7m for the same stake in the other two hydro-electric plants, Chiriqui and Bayano. Bayaz Ahmed, of the International Finance Corporation which advised on the sale, said: "If you look at the aggregate value that's been generated, both in the distribution and the generation and including the transfer of debt then you're looking at roughly \$1.3bn which is a very satisfactory outcome."

euro-dynamics: exploring new horizons



The euro dawn, bringing the biggest transformation to global financial markets in our lifetime. Major investors, corporates and financial institutions turn to Deutsche Bank as a knowledgeable and trusted partner to help them profit from new opportunities - and avoid the pitfalls in a rapidly changing environment.

Euromoney has awarded Deutsche Bank "Best Bank in the euro zone" and "Best Bank in Western Europe". We listen to your needs and risk preferences and provide innovative and profitable solutions - using our breadth of experience backed up by our powerful balance sheet.

Whether your interests are financing or investments in the debt or equity markets, strategic or risk management advice or consolidation of financial activities, Deutsche Bank covers the full spectrum of your global financial needs.

Think euro, think Deutsche Bank.



COMPANIES & FINANCE: THE AMERICAS

Busy check-outs on main street outshine online retailers

Internet retailers have yet to match traditional stores in terms of purchases and marketing costs, writes Richard Tomkins

US retailers have been reporting mixed results for their third quarter to October, but are looking forward to strong sales in the crucial Thanksgiving to Christmas period - especially after Tuesday's cut in interest rates.

"Everything is pointing towards a very healthy, profitable Christmas season," says the National Retail Federation, an industry body.

"The economic fundamentals people look at - the job market, wages, inflation, interest rates - are all very positive, and we think the consumer confidence figures coming up are going to show an increase."

The US retail industry is heavily burdened by overcapacity, and there are worries that any slowdown in the US economy could be accompanied by a slump in retailers' profits as consumers rein in their spending.

At this time of year, retailers are typically over-optimistic about the Christmas spending outlook and order too many goods. They then have to mark down prices to clear their inventories, resulting in weak profits.

However, the National

'Everything is pointing towards a very healthy, profitable Christmas season,' says the National Retail Federation

months were very good. In general, the industry did fairly well. So we're looking for a very positive holiday season," it says.

Separately, a report from Boston Consulting Group, a trade association for online retailers, says internet retailing would set new records this Christmas.

It predicted that online

retailers' revenues for the full year would reach \$18bn, or 0.5 per cent of US retail sales - more than most other recent studies have predicted.

However, the report also indicated the limitations of internet retailing.

Some 90 per cent of these online revenues, it says, came either from sales of computer goods, or from travel, entertainment or discount broking - categories not normally regarded as part of the retail sector.

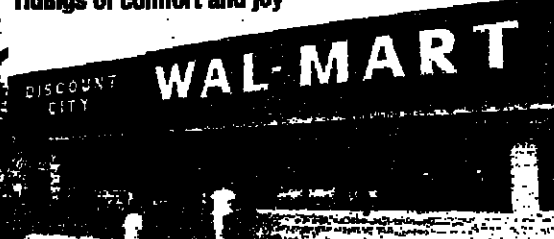
The report says only 5 per cent of people who visited retail sites ever became customers, and only 1.6 per cent of total visits resulted in purchases.

It also highlights the underlying reason why Amazon.com and most other online retailers remain unprofitable. Marketing and advertising costs came to \$6 per sale, it says, compared with \$2.50 for traditional stores.

The NRF says: "Internet retailing is definitely important. It's definitely going to grow. But it's never going to replace bricks-and-mortar retailing."

"What will happen is that

Tidings of comfort and joy



Third quarter results					
Company	Sales (\$bn)	% change	Net profit (\$bn)	% change	
Wal-Mart Stores	33.5	28.8	18	1,000	702
Sears Roebuck	9.7	8.8	0	44	353
Home Depot	7.7	6.2	24	382	236
Kmart	7.6	7.3	4	28	18
JC Penney	7.5	7.4	1	186	113
Dayton Hudson	7.3	6.6	10	182	180
Fed Dept Stores	3.6	3.7	-3	87	105
May Dept Stores	3.1	3.0	4	130	120
Gap	2.4	1.8	36	238	165
Toys R Us	2.2	2.1	1	(475)	46
The Limited	2.0	2.1	-3	30	80

Source: company reports

* sales not restated

main street retailers will use it as just another channel to get their products to consumers, particularly those in areas where they don't have stores."

Most of the large traditional retailers - including Wal-Mart Stores, the world's biggest retailer - already have online stores, but so far

they account for an insignificant proportion of sales. They are seldom referred to in the companies' quarterly results.

In the quarter to October, Wal-Mart's profits soared past the \$1bn mark as the company continued its remorseless expansion across the US and converted

more of its existing discount stores to Supercenters, selling food as well as general merchandise.

Other discount retailers did well, too. Kmart, Wal-Mart's struggling rival, managed to improve on the prior year's meagre profit, and the Target division of Dayton Hudson showed a double-digit pre-tax profit increase.

The news was less encouraging from department store groups, most of which were hit by weak demand for clothes. They blamed unusually warm weather, which reduced sales of winter merchandise.

Still, not all clothing retailers did badly. A notable exception was Gap, which saw sales rise by 36 per cent and profits by 45 per cent at its Gap, Banana Republic and Old Navy stores, thanks to attractive assortments of clothes that left little need for markdowns.

Analysts say the fact that sales of general merchandise and consumables were strong indicated that underlying consumer demand was high, but they remain cautious about companies going into the Christmas season with large inventories of unsold winter clothing.

Chambers of commerce start internet service

By William Lewis in New York

A new online Internet-based service, aiming to link businesses around the world which want to trade with each other, is to be launched today by a consortium of chambers of commerce and other business groups.

Businesses that are members of a chamber of commerce signed up to the new club, will be able to e-mail details of products and services to other members of the so-called e-Club.

e-Club is described as a "targeted internet advertising medium, combined with interactive e-mail restricted to customers who are pre-screened by chambers of commerce".

Industries such as the US motor industry have already set up industry-specific electronic commerce services, but e-Club - launched today - is said to be one of the first cross-industry global services.

Electronic commerce is becoming an increasingly important way of doing business in many global industries, but concerns remain about leaks of confidential information.

However e-Club aims to offer its members a secure exchange of business information through issuing digital certificates to members and using IBM's encryption technology.

e-club will be part of the World Chambers Network,


an internet service set up by chambers of commerce groups from around the world, including the International Chamber of Commerce and the Paris Chamber of Commerce & Industry.

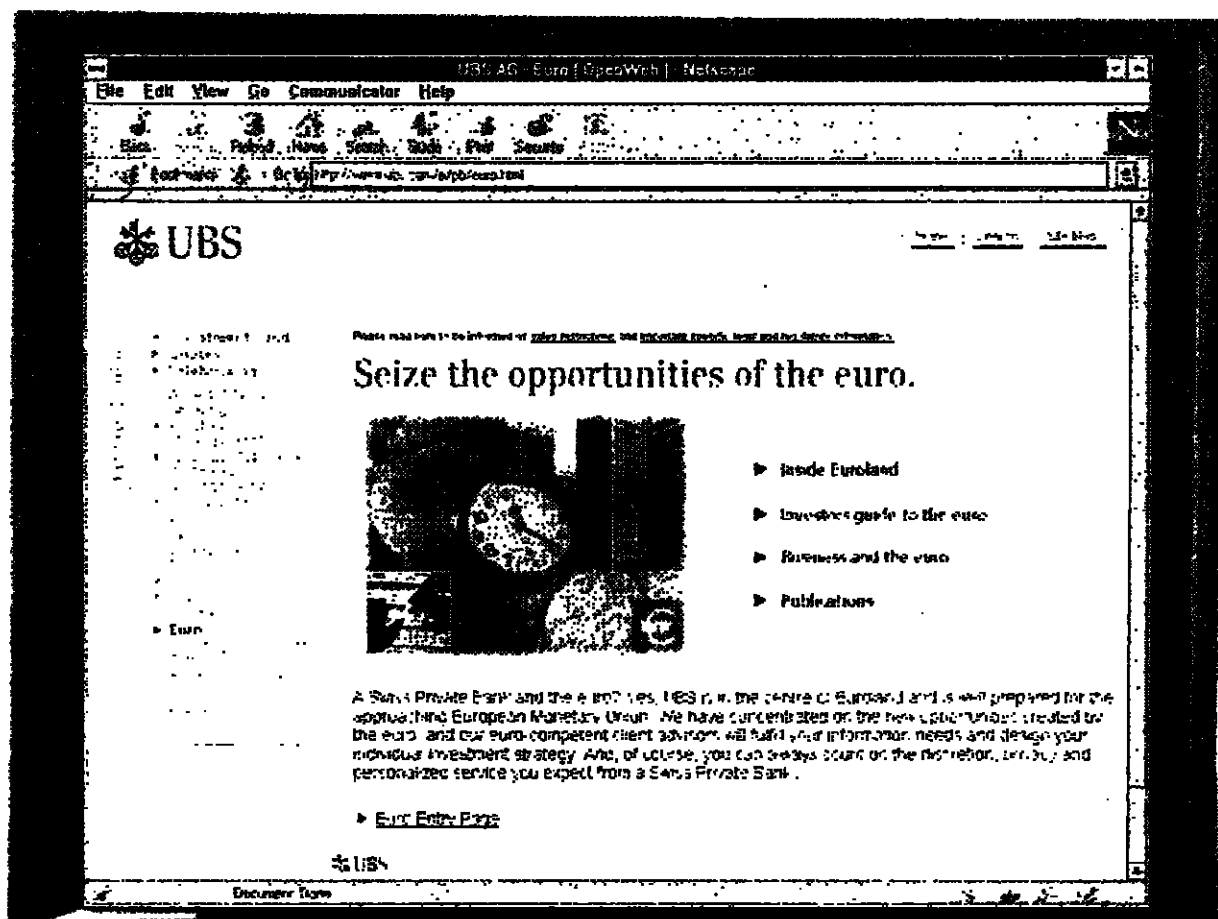
Details of products and services offered by an e-Club member will be e-mailed to other members with matching needs. For example, a company that manufactures radios will be able to offer them to prospective buyers, and receive offers from component manufacturers.

WCN already provides three other services. They include the Global Business eXchange, which allows members to list business opportunities on a global database.

Earlier this month full production at the Automotive Network Exchange started. Sponsored by the Automotive Industry Action Group, a US industry association formed by the big three carmakers and their leading suppliers, ANX hopes to enable US carmakers and suppliers to do business more easily and cheaply.

The aim has been to create a virtual private communications network in which accredited participants can exchange anything from complex CAD-CAM drawings to e-mail. While based on internet technology, ANX has been designed to provide superior levels of performance, security and reliability.

A fast and easy way to obtain euro-information is just a mouse click away:
www.ubs.com/e/pb/euro.html  UBS



Forecasters at odds over future profits

By John Labele and John Authors in New York

An unprecedented gap has grown in the past few weeks between Wall Street equity analysts' forecasts for corporate profits next year and those of economists and strategists responsible for deciding asset allocations.

The disparity is alarming for strategists because attention has shifted to the outlook for corporate profits in the wake of the Federal Reserve's interest rate cut earlier this week.

According to Peter Canelo, strategist at Morgan Stanley Dean Witter, the difference in forecasts has doubled in the last year. At this point last year the gap was 7.6 percentage points (7.1 per cent from top-down strategists against 14.7 per cent from stock analysts), while a year earlier the gap was 7.7 percentage points (5.8 against 13.6 per cent). This year, on his estimates based on figures from IBES, the research company, the gap is 14.1 per cent.

Other research organisations agree. According to Boston-based First Call, equity analysts are predicting an increase of 19 per cent next year in the profits of the S&P 500 companies next year, compared to 4.4 per cent predictions from their colleagues working on asset allocation.

"Bottom-up" analysts, who have an incentive to be optimistic about the stocks they cover, often have stronger predictions than "top-down" strategists. But Charles Hill, research director at First Call, says the gap has more than doubled over the year.

He said the prospective price-earnings ratio on the S&P 500 for the next year is 23.6, which is almost back to the record valuation of 23.9 reached at the end of June.

Economists give strong fundamental reasons for being worried about profit growth. William Cheney, chief economist at John Hancock in Boston, said: "I think the US stock market is very vulnerable over the next year or two just because of the outlook for earnings. In

an environment where it seems that most companies can't raise their prices and there's a squeeze on labour costs it seems profits lie nowhere to go but down."

But Mr Canelo said the main reason economists were much less optimistic than equity analysts was their failure to factor in several "non-recurring losses" that hit the US corporate sector this year. He estimates these to be between \$10bn and \$12bn.

According to Mr Canelo, one-off factors depressing profits this year included the General Motors strike, the drop in oil prices, and the widespread write-offs by international banks after the Russian financial crisis.

He cited the strong growth in monetary aggregates, saying: "This is the strongest money supply growth in 11 years so this does not point to a slow-down."

Corporate profits are now watched more closely because the rebound of the last few weeks is believed to have been driven by interest rate factors and the mid-term election results rather than corporate fundamentals. The Federal Reserve indicated on Tuesday that there would probably not be any more rate cuts.

John MacNeil, equity strategist at Salomon Smith Barney, said: "The Fed has set us up for a soft landing. As long as that's the case, investors are willing to trade at current levels with interest rates where they are."

If earnings do not increase, hopes will focus on a steady increase in the price-earnings multiple that investors are prepared to pay. Some strategists remain convinced that multiples will continue to rise.

Ralph Acampora, chief technical analyst at Prudential Securities, who was a key figure in the summer downturn when he suddenly lowered his forecasts, said this week that he had been wrong. He suggested that investors born in the post-war "baby boom" were saving heavily for retirement and would continue to feed this bull market.

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TPSA gains as flotation is completed

By Vincent Roland in London and Christopher Bobinski in Warsaw

Shares in Telekomunikacja Polska SA (TPSA), Poland's national telecommunications operator, jumped 11.2 per cent when trading began on the Warsaw stock exchange yesterday as the biggest stock market flotation in central Europe was completed.

The shares had been offered to institutional investors in Poland in a global offering at 15.2 zlotys each, but they ended a hectic trading session at 16.9 zlotys.

The opening-day premium was slightly above expectations and went against the trend on the Warsaw bourse, which closed 1 per cent lower.

At the offer price, TPSA was valued at \$6.8bn, making it the largest company on the Warsaw exchange and raising the total market value of all Polish listed stocks by 50 per cent to \$20bn.

It also marks Poland's largest initial public offering, eclipsing that of the KGHM mining group in 1996.

TPSA's global depository receipts, sold to international investors in the offering, comprise the biggest GDR issue on the London stock exchange and raised nearly \$700m for the Polish government.

Among the international investors to take a stake in TPSA was the European Bank for Reconstruction and

Development, which said yesterday it had bought 8.1 per cent of the total offering, giving it a 1.31 per cent stake in the company. The bank said it would remain an active minority investor to support the company's restructuring efforts.

The flotation of 15 per cent of TPSA, which was arranged by Schroders, the London-based investment bank, paves the way for the second stage of its privatisation next year, when a stake of up to 35 per cent is expected to be sold to a strategic investor.

The IPO also caps a year of heavy telecoms transactions in the equity new issues market, which has seen the flotation of France Telecom and Sonera of Finland and a series of secondary offerings in the sector. Its listing suggests demand for telecoms stocks, even from otherwise hard-hit emerging markets, remains strong because of the sector's growth potential.

The company made a profit of 713m zlotys (\$205.6m) in the first nine months of this year on revenues of 7.4bn zlotys, and it faces huge infrastructure spending costs over the next few years as it seeks to increase telephone density in Poland from its current level of 20 lines per 100 people.

TPSA will also lose its monopoly position next year as a supplier of long distance telephone links and of international calls in 2003.

New merger talk lifts drug groups

By David Owen in Paris

Shares of Sanofi and Synthelabo surged yesterday on a revival of rumours that the two French pharmaceutical groups were planning to merge.

Sanofi closed up FF939, or 4.1 per cent, at FF999, and Synthelabo up FF932, or 3.0 per cent at FF911.10. This compared with a 0.3 per cent advance for the benchmark CAC 40 index.

Sanofi, with 1997 turnover of FF25.7bn (\$4.6bn) is the second-largest French pharmaceutical group. Synthelabo, with 1997 sales of FF11.7bn, is the third biggest.

A report in Le Figaro, the French daily newspaper, suggested the two groups were studying moving their pharmaceutical assets into a new holding company. It indicated this would be owned about 36 per cent by Elf Aquitaine, the oil group which is Sanofi's majority shareholder, and about 20 per cent by L'Oréal, the cosmetics group which plays the same role at Synthelabo.

Neither Sanofi nor Synthelabo would comment on yesterday's rumours, which stemmed from the newspaper report.

Such a deal would create a more powerful French participant in the fast-consolidating world pharmaceuti-

cals sector. It would also comply with the wishes of Jean-François Dehecq, the Sanofi chairman, to join forces with another company of similar size rather than be swallowed by an industry giant.

However, analysts warned that a tie-up could be negative for shareholders. This was because both shares were trading at high price/earnings multiples, whereas the speculative froth would disappear after any merger announcement.

Analysts also warned that a tie-up between the two would be unattractive from a geographical perspective. It would not significantly enhance the muscle of either group in the important US market, while putting the onus on managers to look for cost savings in France - a country where there are notoriously difficult to achieve quickly.

"On paper, it is not very exciting," said Philippe Cottet, an analyst with Crédit Lyonnais Securities in Paris.

Philippe Jaffré, Elf Aquitaine chairman, confirmed in September that the oil group would still welcome a tie-up between Sanofi and another pharmaceutical company. It first indicated it was ready to sell part of its holding as long ago as December 1996.

SEB joins Baltic banking alliance

SEB, the Swedish bank, yesterday took minority stakes in a Baltic alliance covering Estonia, Latvia and potentially Lithuania. Reuters reports from Stockholm.

In the latest bout of financial restructuring sweeping the Nordic region, SEB said it was taking a 25 per cent stake in Estonia's Unispank and a 36 per cent stake in Latvia's Unibanka. It said it was also holding talks with Lithuania's Vilniaus Bank - which has been developing a Baltic partnership with the other two - and that decision was expected in weeks.

Vilniaus said a strategic stake of more than 25 per cent was under discussion. All three of the Baltic banks rank second in their home countries. The combined investment for SEB so far, through a combination of share issues and convertible subordinated loans, was SKr300m (\$98.4m). These partnerships are in line with our strategy to develop SEB into the leading financial services institution in Northern Europe, which includes

the Baltic countries," said Lars Thunnell, SEB president and chief executive. Analysts were divided on whether the move, which follows a thwarted bid by SEB for Hansapank, Estonia's biggest bank, could speed up a merger between the three Baltic banks.

SEB said it was not planning to raise its stake in the two banks and had no plans to merge the three. But Latvia's Unibanka said the deal was a step towards a merger. The acquisition was a small one for SEB, whose market capitalisation is SKr62bn. The low price reflected the banks' exposure to Russia, an important Baltic trading partner. SEB said the acquisition would be slightly positive for its earnings per share ratio.

The announcement follows a long battle for control of Estonia's Hansapank, which SEB lost in September to its Swedish rival, Swebank. Last week, Sweden's Handelsbanken lost its bid for Norway's Fokus Bank to an offer from Denmark's Den Danske Bank.

Dutch software group seeks a way back from hard times

Baan Company is responding to investor concerns after a slump in the share price, write Gordon Cramb and Christopher Price

When Tom Tinsley was appointed chairman of Baan Company in July, the Dutch group, which develops business software, pledged a clearer corporate structure and closer attention to investors' concerns.

An 80 per cent slump in the share price of Baan over the past seven months, however, compounded by a recent profit warning and restructuring, reflects investors' doubts that this can be achieved.

Yesterday, the gloom deepened as Baan's shares slumped F1430 to F121.10.

Baan specialises in complex business software called enterprise resource planning (ERP) systems, a market estimated by AMR Research to be worth \$14.8bn this year, and forecast to grow at a compound annual growth rate of 37 per cent over the next five years, reaching \$62bn by 2002.

Jan Baan, one of the group's two founders, confirmed the healthy trading conditions earlier this year, forecasting that Baan would continue to outpace the market, whose growth he put at between 40 and 50 per cent a year. Indeed, SAP and Ora-

cle, two of Baan's competitors, have both delivered strong results recently. So what has gone wrong for Baan?

The former star of the Amsterdam and Nasdaq stock markets blamed its profit warning in part on the global economic downturn affecting purchasing decisions by its customers.

With the average Baan ERP order costing \$160,000, concern over the economic outlook has prompted postponement of orders, according to the company.

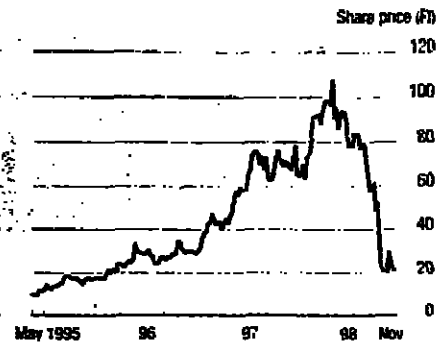
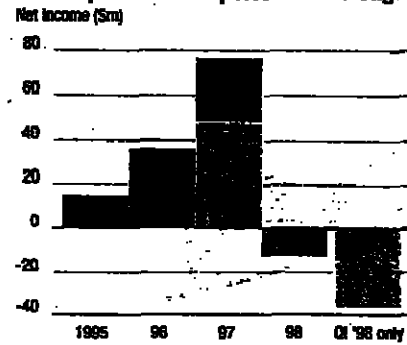
When Mr Tinsley, a former McKinsey consultant, took over, the shares were already down to F177.

The F177.20 first price of a month ago followed a warning that dozens of significant orders had failed to materialise, and that no clear improvement could be expected next year.

Baan said the millennium problem affecting computers meant potential customers were postponing commitments while fixing their existing systems.

It was for these reasons Baan said third-quarter net losses amounted to \$31.7m, compared with earnings of \$18.2m in the same period of

Baan: questions as performance sags



more integrated products.

This streamlining will be helped by a tie-up agreed last month with Microsoft, producing a package deal for software that businesses might otherwise need to assemble from up to five separate sources. Mr Tinsley expects this to generate as much as 40 per cent of Baan's licensing revenue in future years.

Ron Belt, analyst at ABN Amro in Amsterdam, says Baan's restructuring comes at a time when the ERP market is changing rapidly.

"This sort of software used to be bought in bulk, but now people are buying smaller and expanding later."

For institutions, the other core issue still to be addressed is the promised strengthening of the supervisory board. Mr Tinsley says: "We do need to, and we are going to."

Along with that, management has to see through the job cuts programme, addressing the bottom line while refreshing its product range.

Analysts believe the next two quarters will be crucial to Baan's recovery.

1st HALF 1998-1999

• Orders received up 14%

• Slight decrease in sales

• Improvement in both operating margin and net income on a comparable basis

ORDERS

+14% (pro forma)

OPERATING INCOME

+8% (pro forma)

NET INCOME

+15% (pro forma)

ALSTOM is a world leading supplier of components, systems and services to the world's infrastructure and industrial markets.

Through its 110,000 employees in more than 60 countries, ALSTOM has a significant presence in:

- Energy
- Transmission & Distribution
- Rail Transport
- Industry
- Marine
- Local Contracting

Strengthening of Order Book

The significant increase in orders received during First Half 1998/99 will make it possible for the Company to maintain the high order intake recorded in 1997/98. On a comparable basis, sales decreased slightly as a direct result of the low level of orders received during 1996/97 and the first signs of a slowdown in the Company's short-cycle activities. The level of orders received by each Sector remained stable or increased.

Geographical Redeployment

In geographic terms, both orders and sales showed a strong increase in the Americas (particularly the USA), in Middle East / Africa and, to a lesser extent, in Europe which more than offsets the slowdown observed in Asia-Pacific.

This is the result of the integration of Cegelec and ALSTOM's commercial flexibility which has allowed the Company to anticipate the consequences of the Asian crisis.

Improvement in Operating Income and Margin

Operating Income amounted to 290 MECU, an increase of more than 9% on a comparable basis (22% on an actual basis).

Indeed, in line with the objectives presented during the IPO, the Operating Margin (4.6%) showed the first signs of improvement compared to the Full Year pro forma 1997/98 result (4.2%) which incorporated Cegelec.

The increase in Operating Income is primarily due to the first positive results of STRETCH 30, the Company's sourcing cost reduction programme, launched one year ago. This Programme will result in cost savings of around 180 MECU this year.

The Company continues to follow its policy of on-going restructuring and during the First Half, (excluding acquisitions / disposals) Company headcount has been reduced by 5 000 employees.

Finally, the integration of Cegelec is running ahead of schedule.

Improvement in Net Income

Net income before minority interests grew to 120 MECU, an increase of more than 15% compared to the pro forma Net Income of First Half 1997/98. Following the acquisition of Cegelec, amortisation of goodwill amounted to 56 MECU. Financial income remained positive despite a level of debt that stood at 283 MECU at 30 September 1998, mainly due to an increase in working capital requirements.

KEY FIGURES

In ECUs millions	First Half 1998/99	pro forma	%	First Half 1998/1999	Actual	%
Orders	7,268	6,398	14%	4,797	52%	
New Sales	6,354	6,486	-2%	5,027	26%	
Operating Income	290	269	8%	238	22%	
Operating Margin	4.6%	4.1%	N/A	4.7%	N/A	
Net Income	120	104	15%	137	-12%	
Earnings Per Share	0.56	0.49	15%	N/A	N/A	

BREAKDOWN BY SECTOR

In ECUs millions	Orders Received First Half ended September 30, 1998/1999	1997/1998	1998/1999	Sales First Half ended September 30, 1998/1999	1997/1998	1998/1999
Energy	1,591	1,564	1,381	1,665		
Transmission & Distribution	1,107	1,012	1,080	1,050		
Rail Transport	1,748	1,536	1,353	1,180		
Industrial & Marine	1,083	671	806	1,073		
Others	108	12	62	59		
Sub Total	5,637	4,797	4,682	5,027		
Cegelec	1,631	1,601	1,672	1,400		
TOTAL	7,268	6,398	6,354	6,486		

1. The "pro forma" results 1997/98 are the consolidated accounts of the former GEC-ALSTOM adjusted to include the acquisition of Cegelec, the payment of an extraordinary dividend to GEC and Alstom and the capital increase associated with the IPO. Details of these accounts are given in the IPO documents.
2. Both First Half and Full Year 1997/98 "Actual" figures refer to the consolidated accounts of the former GEC-ALSTOM.
3. The pro forma net earnings per share for 1997/98 is calculated on the basis of the pro forma net income and of the number of shares at 30 September 1998 in 213 678 403.
4. Average exchange rate: First Half 1997/98 1 FF = 0.15111 ECU

Commenting the results presented to the Board on 16 November 1998, Pierre Bâger, Chairman and Chief Executive Officer of ALSTOM stated:

"We are pleased to announce that ALSTOM's results for the First Half 1998/99 are in line with the objectives presented at the time of the IPO. Indeed, these objectives are reaffirmed by the strengthening of ALSTOM's order book and improvement in both the operating margin and net income. Obviously, the current downturn in the world economy could lead to a decrease in the level of orders received during the next two financial years when compared to the high level achieved in 1997/98 and that envisaged for Full Year 1998/99. But, the Company is preparing itself for such an eventuality by reinforcing and accelerating its cost reduction programme in order to protect and strengthen its operating margin and is confident that it will achieve continuing progress."

INVESTOR RELATIONS

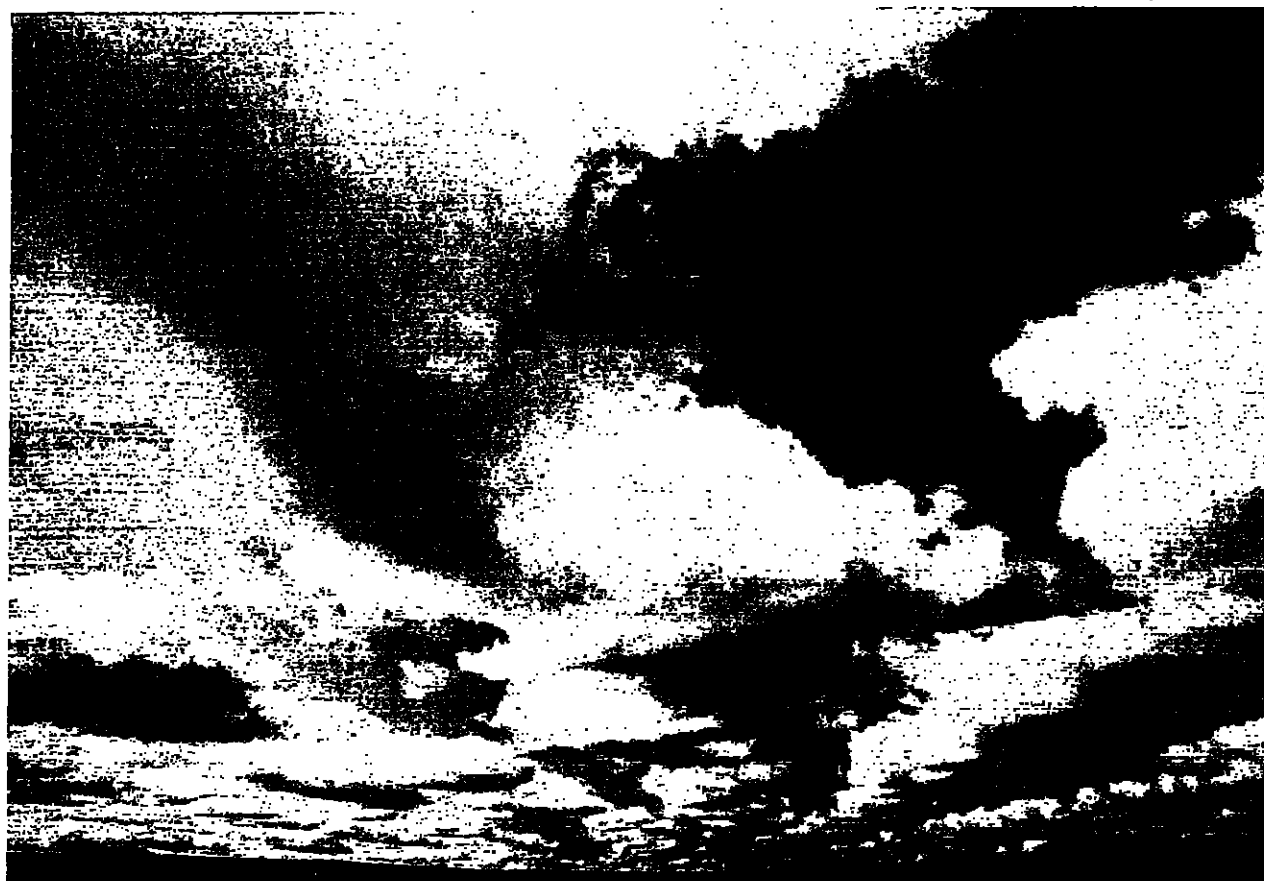
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ALSTOM

Chambers of commerce start internet service

Forecasters at odds over future profits

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Currents shift.

Judging shifts in sentiment is critical to success in the global equity markets. Since September 1st, despite market turbulence, Goldman Sachs has executed US\$23.7 billion of marketed common stock, block trades and hybrid equity for clients in the United States, Europe, Asia and Japan. On October 12th, we completed the largest global equity offering in history, US\$18.4 billion for NTT DoCoMo, the world's largest cellular operator. That same week, we executed a US\$788 million offering of Wells Fargo common stock.

Goldman Sachs also recently lead-managed a US\$2.2 billion simultaneous common stock and convertible offering for Royal Ahold, the international food retailer, and a US\$709 million follow-on offering for Medtronic, the world's largest medical device company. Our global resources and market expertise give us unparalleled insight into market sentiment, enabling us to access windows of opportunity for our clients. From hybrid equity to straight common stock, to capitalise on the shifting currents, turn to Goldman Sachs.

**Goldman
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NTT M

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NIKKO Euro

DoCoMo Euro

Medtronic Euro

ABN AMRO Euro

AG Euro

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Merrill Lynch Euro

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NTT Mobile Communications Network, Inc.

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(Equivalent to U.S. \$18,378,928,924)

**Global Offering
of
545,000 Shares of Common Stock**
in the form of Shares or American Depositary Shares
of which
218,000 Shares were sold by Nippon Telegraph and Telephone Corporation

Joint Global Coordinators and Joint Bookrunners

The Nikko Securities Co., Ltd.

Goldman Sachs International

International Offering

98,100 Shares

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Goldman Sachs International

Daiwa Europe Limited

Dresdner Kleinwort Benson

Nomura International

Warburg Dillon Read

ABN AMRO Rothschild

Deutsche Bank

HSBC Investment Banking

ING Barings

Paribas

Robert Fleming & Co. Limited

United States Offering

65,400 Shares

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Goldman, Sachs & Co.

The Nikko Securities Co. International, Inc.

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Merrill Lynch & Co.

Salomon Smith Barney

Japanese Retail and Corporate Offering

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This portion of the offering was offered to retail and corporate investors in Japan by a group of underwriters lead managed by the undersigned.

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Japanese Institutional Offering

136,250 Shares

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COMPANIES & FINANCE: UK

RETAILERS DIFFICULT CHRISTMAS TRADING PERIOD EXPECTED

Safeway falls 18% and warns of slowdown

By Peggy Hollings

Safeway, the UK's fourth largest food retailer, yesterday issued a warning note over expectations for Christmas in the normally resilient food sector, as it reported an 18 per cent drop in first-half profits.

"We expect the important Christmas period to be more challenging for this sector this year than for many years," said Colin Smith, chief executive.

His warning follows com-

ments last month from J Sainsbury, the UK's second largest food retailer, that consumers were showing signs of trading down.

The statements have fuelled fears that the food sector may be less resilient in the face of the current consumer slowdown than it has been in the past.

However, analysts were confident that although the slowing economic climate was clearly affecting spending, Christmas would still happen for food retailers. "It

will not be a great Christmas, but it will not be hell," said one analyst.

Safeway was confident that it was well positioned for Christmas. The group reported better than expected current sales growth of about 5 per cent on a like-for-like basis for the last five weeks.

The trend showed a minor acceleration on the like-for-like increase of 4.7 per cent achieved in the first half and helped to fuel a 14½ per cent rise in the shares to 280½p.

Mr Smith said the underlying sales growth showed that Safeway was significantly outperforming the industry by almost 2 percentage points, although the increase was compared with a relatively low base last year.

"We are running at a realistic rate to achieve our target of adding £1bn in sales over three years," he said, although the decline in inflation meant it would have to work harder to win the sales volumes.

Mr Smith also said there was no sign of a sales decline following the withdrawal of Safeway's loyalty promotion, which gave customers more bonus points to redeem for products, depending on the level of spending.

Analysts were less optimistic that Safeway would be able to meet its targets, however. "To get anywhere near them, they will have to maintain sales trends of about 2 points ahead of the industry for the rest of the period," said one. "And it

will be difficult for them next year, against the strong volumes achieved on the back of their promotions."

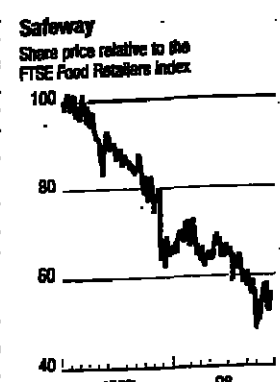
The group reported pre-tax profits down from £228.5m to £187.4m for the 28 weeks to October 10, on overall sales 7 per cent ahead to £3.97bn.

Mr Smith said the profits decline was in part because of the investment in staffing, product availability and marketing promotions.

Net margins improved from 5.3 per cent to 5.5 per cent.

COMMENT

Safeway



Safeway share price relative to the FTSE Food Retailers Index

Last year, Safeway was in the doghouse. Disappointment at its failure to merge with Asda was compounded by a profits warning. Yesterday's news was a mirror image: profits down, expectations up. Or are they? There was no rushing to upgrade full-year forecasts of about £380m, just relief that like-for-like sales growth was still running at nearly 5 per cent. The brownie points came for beating the sectoral average of 2.5 per cent, and for a management defying its mediocre reputation. This is thin gruel and even after yesterday's rise, the shares, on a price/earnings ratio of 13, remain at a 30 per cent discount to the sector.

Do they deserve better? No. It was not difficult to make a better start to the second half than last year's poor one, and Safeway is right to hang a health warning over Christmas trading. It is too soon to say whether the sales pick-up can be sustained. Without significantly more sales per square foot, margins will remain under pressure in a sector where competition should be hotting up.

Water stocks

How do you know when water companies are feeling regulatory pain? When they raise the thorny issue of the cost of capital, as Hyder did yesterday. For those reaching for hot towels, a 1 percentage point fall in the cost of capital allowed by the regulator could cut an average annual water bill by £5.50.

For the next regulatory period, the regulator has settled on real post-tax cost of debt - a component of the overall cost of capital - of 2.5-3.3 per cent. This cost of debt has fallen since the last regulatory review, partly because real interest rates have fallen.

But, says Hyder, what about the old debt? This is now expensive - in Hyder's case about 6 per cent real. Most of a water company's capital spending stretches out over decades, requiring long-term debt that is mostly fixed, not floating. If the old cost of debt exceeds what the regulator is allowing for new debt, this is an extra squeeze on companies. The regulator is confident its targets should not require dangerously low levels of interest cover. But this is not ideal. Some recognition of the cost of old debt would be better, and would mean companies not having to gamble on the direction of interest rates.

US bank acts to shore up FI bond

By Patrick Harverson and Vincent Boland

Morgan Stanley Dean Witter has launched a counter-offensive to reassure potential investors in the \$2bn Formula One bond issue that the European Commission's inquiry into the sport's finances will not affect FI's ability to meet its repayment obligations.

The US investment bank's initiative is a response to media reports that institutions were wary of investing in the bonds because of uncertainty over the outcome of the inquiry being conducted by competition authorities in Brussels. Morgan Stanley yesterday asked the Commission to confirm in writing again that the status of its inquiry had not changed since October 19.

On that day the Commission sent a letter to Bernie Ecclestone, the FI promoter behind the bond. Although the inquiry had not been completed, it said that some

of its concerns about potentially anti-competitive contracts between FI and race-track owners and broadcasters had been provisionally addressed. Yesterday's letter from the Commission reiterating that stance, and the October 10 correspondence, have been sent by Morgan Stanley to investors.

Morgan Stanley is also emphasising to investors the importance of last month's decision by the Fédération Internationale de l'Automobile, the sport's governing body, to sign an agreement acknowledging that all the rights to the commercial properties of FI racing reside with FOA until 2020.

The bank believes the agreement protects the FOA's highly lucrative FI rights from interference by the Commission. Lawyers have told Morgan Stanley that under European law the competition authorities cannot challenge ownership of intellectual property rights.

MAM admits to shift in its business

By Jane Martinson

Mercury Asset Management, the UK's largest pension fund manager, has acknowledged a fundamental shift in its core UK business away from its traditional stronghold in "balanced" investment management and towards the specialist approach favoured by many US managers.

MAM's business was built on balanced management, which gives managers discretion to invest in a range of assets. But this style has come under fire from investment consultants in the past three years as some of the largest fund managers have underperformed their peers.

In an interview, Stephen Zimmerman, co-head of Merrill Lynch Mercury, the name chosen for the combined institutional business after the takeover of MAM by Merrill Lynch, the US investment bank, said the group saw greater growth in specialist areas of investment, and overseas mandates.

"The UK balanced business is clearly changing, has changed," said Mr Zimmerman. "We still have a very nice balanced business, but it's declining because specialist mandates are increasing."

Merrill Lynch Mercury aims to double institutional funds under management to more than \$500bn by 2002. Much of this growth is expected to come from the US, continental Europe and Japan. The group has won about \$50bn in new business since the beginning of the year. Some \$20bn has come from the US, \$50m from the UK and \$40m from Japan.

The group, which declined to reveal net figures, has lost some large balanced UK pension fund accounts since the beginning of the year.

The \$3.1bn takeover was largely based on the synergies to be gained by selling Mercury's asset management skills through the Merrill Lynch network.

Hyder may seek MMC review

By Andrew Taylor

Hyder, the Welsh multi-utility, yesterday declined to rule out the "nuclear option" of seeking a Monopolies and Mergers Commission investigation if the water industry regulator goes ahead with tough price controls.

Ian Bratt, director-general of Ofwat, has proposed forcing Hyder to cut prices to its 1.1m water customers in south Wales by 15-20 per cent in 2000, as part of an industry price review covering 2000-05. Hyder's electricity distribution business is also facing the prospect of a tough five-year regulatory price regime from 2001.

The company moved to damp dividend expectations, following last month's tougher than expected water price proposals from Mr Bratt. Graham Hawker, chief executive, said the interim dividend would rise to 16.8p (16.2p), signalling a 3.3 per cent lift for the year. If its normal split between interim and final dividend is maintained, he said it was too early to say whether it would be forced to cut dividends as a result of the proposed price cuts.

Pre-tax profits rose by 2.3 per cent to £107.8m (£101.1m) in the six months to September 30. Turnover increased 5.3 per cent to £584.7m.

Increased volumes fuel BG

By Robert Corzine

BG, the gas pipeline operator and international oil and gas company, yesterday reported what it described as "extraordinary" results for the third quarter, as higher volumes and cost savings helped offset the slump in oil prices.

Operating profits for the quarter to September 30 - which coincided with the period of lowest gas demand in the UK - were up 61m to \$99m (\$168m). However, pre-tax profits by nearly 50 per cent from \$21m to \$11m. Turnover totalled \$365m (\$750m).

The shares closed down 1p at 402½p, although operating results were slightly ahead of expectations.

The company also announced the discovery of a possibly big gas reserve in Bolivia, close to the Bolivia-Brazil pipeline in which it has a stake.

But the slump in oil prices has caused BG to postpone several North Sea developments.

It has also lowered its "burden rate" for new upstream projects to ensure they are financially viable at \$12 a barrel, close to the current level of crude prices.

Cost cutting at Transco, the UK pipeline subsidiary, helped operating profits jump by \$53m to \$62m, even though gas transportation price cuts ordered by Ofgas, the industry regulator, amounted to \$44m. Volumes were up 6 per cent.

Abbey buys three NatWest businesses

By Christopher Brown-Humes and George Graham

Abbey National took a big step towards becoming the UK's leading consumer finance house yesterday when it agreed to buy three businesses from National Westminster Bank for £347m (\$583m).

The acquisition will lift its share of the consumer credit market to nearly 10 per cent, giving it a leading position in motor finance, household improvement and finance via retailers.

It is buying Lombard Motor Finance, Lombard Tricity Finance, and Lombard Business Equipment Leasing. They made pre-tax profits of £31m in the first nine months of 1998 on assets of £4.3bn. A goodwill write-off of £140m-£150m is likely.

The purchase further reduces Abbey's dependence on the mortgage and savings market, taking it nearer its target of deriving 60 per cent of profits from its other businesses.

Tim Ingram, head of

Abbey's consumer finance operations, said the businesses would fit well with Abbey's other finance operations within its First National subsidiary. He said Abbey hoped to improve the businesses' return on assets from about 1 per cent this year to 2-3 per cent over "an economic planning cycle", thought to be about three to four years.

The price represents 1.8 times book value and a price earnings ratio of 11.8. Abbey claimed this was cheaper than recent comparable

deals and took account of the expected economic downturn. Mr Ingram said the purchase would ultimately lift First National's contribution to Abbey's profits from 8-9 per cent to 10-15 per cent.

NatWest, which will retain the Lombard name, will make a £115m pre-tax profit on the deal, and incur a £20m restructuring charge on the remaining Lombard businesses.

Martin Gray, Lombard chairman, said the businesses being sold were intermediary-led and did not fit

NatWest's focus on direct sales. He stressed the bank remained committed to its other Lombard operations, including asset finance and invoice discounting. Abbey shares rose 13p to £12.41 while NatWest shares were up 21p to 99½p. Analysts said the deal fitted the strategy of both banks.

In a separate deal, Coutts Group, NatWest's private banking subsidiary, is selling its European corporate and institutional trust and fiduciary business to Royal Bank of Canada.

Lloyd's List publisher in talks with IBC

By John Gapper

LLP Group, the publisher of Lloyd's List, the daily insurance newspaper, is in merger talks with IBC Group, the specialist publisher and conference organiser, to create a business publishing company with a combined current market capitalisation of about £360m (£477m).

If the detailed talks are successful, they could announce a merger within the next few days, according to sources close to the

companies. Neither LLP or IBC returned calls seeking comment last night.

The move comes only seven months after LLP Group's May flotation on the London Stock Exchange.

The shares were placed at 285p but have since fallen, closing at 233½p yesterday, valuing the group at £121m. IBC shares closed at 365p, valuing the company at £144m.

IBC is stronger in conference organising than LLP, but has been trying to

expand its publishing operations to reduce its dependence on advertising and exposure to the economic cycle across its international operations.

The combination of the two would create one of the strongest independent British business publishing companies, although big groups such as Reed Elsevier and United News & Media have large specialist publishing arms.

A merger could produce

economies. As well as organising conferences, IBC has a wide range of specialist newsletters in areas such as tax and finance, and the commodities and pharmaceutical industries.

The shares of both businesses have suffered from their exposure to Asia.

Earlier this year, LLP brought forward its interim results to reassure investors after fears over Asian turmoil led to a fall in its share price.

Both groups said earlier

this year that they were seeking to expand through acquisition, although LLP said it would be seeking deals of up to £10m, and IBC said it expected spending about £30m on bolt-on acquisitions.

Although publishing groups such as Emap and Reed Elsevier have suffered on fears of a downturn in advertising in consumer and business publishing, specialist publishers are less dependent on the advertising cycle.

Pumping new life into sickly engineering

Peter Marsh examines the optimistic rationale that lies behind Weir Group's biggest investment in its 127-year history

While much of UK engineering appears to be close to grinding to a halt, a set of giant pumps under construction in a plant in Glasgow signifies that some engineers can see a shaft of light ahead.

The factory, part of Weir Group, one of the world's 10 biggest pumpmakers, is to be revitalised over the next three years through a £14m investment in new machine tools and other manufacturing systems.

Explaining the rationale for the company's largest investment project in its 127-year history, Sir Ron Garlick, Weir's chief executive, complained of a "complete mismatch" between the company's perceptions about its markets and tales of woe about the world of engineering generally. "Clearly growth in world demand is less than we would like, but our order book is not giving cause for concern."

Behind this optimism is the company's diversification into a range of pumps and valves, sold into different markets around the world, as well as its large services business. This maintains equipment owned by other companies and also helps to run the Devonport Royal Dockyard in Plymouth.

"The company has a good position in a number of worldwide niches," says Philip Goldsmith, an analyst at ABN Amro. "If any engineering companies see a rebound (in share performance), Weir is likely to be one of them."

Certainly Weir's shares - like those of many other UK engineering businesses - need a lift, having collapsed from 304p in March this year to 192½p this week. The lack of interest by investors is linked to worries about the effects of slowing world demand, triggered by the crisis in Asia, plus the high pound. But even on a longer

term basis, Weir's share performance has been disappointing. The stock has underperformed the rest of the UK market by some 60 per cent since early 1994.

Critics say the company has been too timid about making large acquisitions, with its buying activities in recent years restricted mainly to small bolt-ons such as Schabaver, a 45-per-cent French pumpmaker purchased last month.

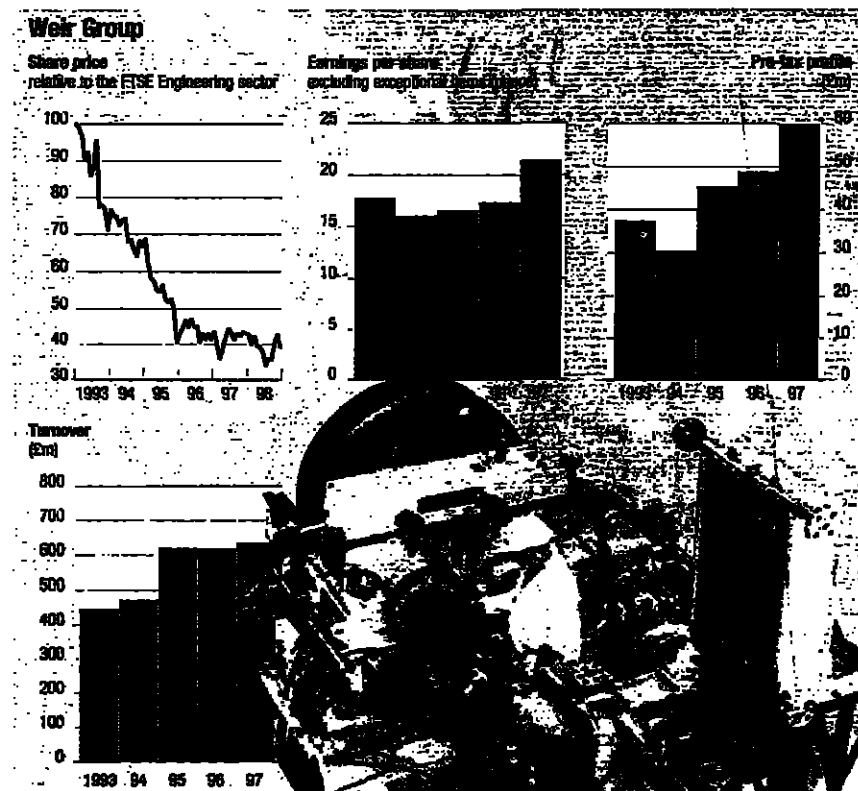
While Sir Ron defends his acquisition record, adding that the company could afford to spend £100m if the right target came along, he admitted that in the past it could have done a better job at marketing itself to investors. One London analyst agreed: "They [Weir directors] are terribly conservative, a bunch of canny Scots who are not very stock market-friendly."

However, Sir Ron, who has been with Weir since 1962 and is to step up to chairman shortly, replacing Lord Weir, the great-grandson of the founder, believes that Weir's reputation obscures a number of broad strengths.

One backhanded compliment to the company has been speculation in recent weeks that its leading position in pumps for fields such as mining, oil and gas and power generation makes it a possible candidate for takeover by a bigger group such as ITT of the US, the world's biggest pumpmaker - even though ITT firmly denies any such interest.

Sir Ron said that Weir's accent on "project-driven" work - in which pumps have to be customised to specific applications - exposes it to the more profitable parts of the industry, rather than making "off-the-shelf" units for more general use.

An example of this work are 12 huge pumps, costing a total of £20m, that are being



Weir Group share price relative to the FTSE Engineering Index

Earnings per share excluding exceptional items

Pre-tax profits

Source: Companies' Accounts, Company

1,500 of 8,600 staff world-wide.

Weir's total revenues are split roughly 50-50 between pumps and a range of related engineering products plus engineering services. Last year UK customers accounted for less than a third of sales while the Americas - bolstered by the company's large pump business in the US - contributed nearly 40 per cent.

Sir Ron 1994 - when earnings dipped following the early 1990s recession - the company's pre-tax profits have shown reasonable momentum, expanding from £30.5m in that year to £90.1m in 1997.

This year the City is forecasting a figure of £92m-£95m, putting the company on a prospective multiple of about 9, representing a 50 per cent discount to the rest of the market.

Though clearly not enjoying the lowly rating, Sir Ron, in keeping with his image as someone not fond of overpaying for acquisitions, cannot resist the aside that anyone buying the company would pick up a bargain.

RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current dividend (p)	Date of payment	Dividends outstanding (£m)	Total for year	Total last year
Adrian	6 mths to Oct 3	163.7	(141)	0.424A	(7.8A)	0.81	(14.2)	nil
BB	6 mths to Sept 30	3,125	(4,148)	722	870	11.99	(11.81)	6
Century Inns	Yr to Sept 30	33.1	(34.2)	3.79	(8.5)	14.91	(5.1)	7.7
European Colour	6 mths to Sept 30	15.7	(14.1)	2.07	(1.79)	2.45	(2.46)	0.955
European Motor	6 mths to Sept 30	233.9	(241)	5.04	(6.18)	6.4	(7.3)	2.8
FD	6 mths to Sept 30	610.6	(625.4)	72.54	(53.4)	0.3	(5.55)	3.7
Greenway	6 mths to Sept 30	9.3	(7.32)	0.224	(0.42)	0.8	(1.49)	0.5
Hyder	6 mths to Sept 30	19.8	(3.95)	1.58	(0.313)	6.8	(3.4)	0.5
Hyder	6 mths to Sept 30	581.2	(558.5)	107.8	(105.4)	64.7	(138.5)	16.3
Laird Securities	6 mths to Sept 30	21.18	(23.58)	14.7	(124.7)	19.22	(7.77)	7.35
Macdonald Hotels	6 mths to Sept 27	28.4	(24.3)	6.57	(5.36)	8.4	(7.12)	1.82
Meyer Int	6 mths to Sept 30	688.6	(582.3)	38.7	(26.2)	16.71	(13.9)	5
New Look	6 mths to Sept 26	170	(154.2)	25.1	(22.4)	1.8	(7.4)	1.8
Porter Chemicals	6 mths to Sept 25	38.2	(38.5)	2.77	(2.98)	1.85	(1.74)	0.315
Proton Estates	Yr to Sept 30	11.1	(12.3)	2.22	(24.58)	2.41	(82)	1
Safeway	28 wks to Oct 10	3,974	(3,559)	187.44	(228.84)	12.5	(14.5)	7.35
Smith (James) Est	6 mths to Sept 24	5.67	(6.65)	1.574	(1.96)	4.2	(5.5)	2.1
Thomas Potts	6 mths to Sept 30	2.69	(2.30)	0.804	(0.144)	0.311	(0.005)	0.06
Whitecourt	6 mths to Sept 30	72.9	(73.2)	7.88	(2.3)	20.21	(3.7)	1.75

Investment Trusts

	NAV (£)	Attributable Shareholdings (£m)	EPS (p)	Current dividend (p)	Date of payment	Corresponding dividend	Total for year	Total last year
Glasgow Income	Yr to Sept 30	66.59	(66.95)	0.804	(0.9)	2.91	(2.9)	1.1
Income	Yr to Sept 30	66.59	(66.95)	0.804	(0.9)	2.91	(2.9)	1.1

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. After exceptional credit. (1) Increased capital. (2) After reduced capital. (3) After winding up. (4) Second interim results; year and changed to December 31. (5) Comparatives restated. (6) Foreign income dividend. (7) Net rental income. (8) Pro forma. (9) Net stock.

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By The Danish Bank
November 19, 1998

مكتبة الامن الاصل



Consumer educator: 'If you make something of quality, you have to make sure the consumer knows how to recognise quality,' says Mondavi

INTERVIEW ROBERT MONDAVI

Lessons from vintage years

The man who first 'educated the consumer' about wine tells Victoria Griffith about wisdom harvested from past mistakes

Robert Mondavi, the brash founder of the Californian Robert Mondavi Winery, has, like a good wine, mellowed with time. At 85, he is still opinionated and self-promoting, but has become ever so slightly more willing to admit mistakes and talk about the softer side of life: namely, his relationship with his "soul-mate" and second wife Margrit, and other family members.

"At one time in my life, I thought being a leader was laying the cards out on the table and calling a spade a spade," he says. "That is not the smart way to control things. You have to be sensitive to other people's feelings. Clip a pigeon's wings, and he'll never learn to fly."

In his old age, Mr Mondavi tries to inspire, rather than control, employees; and he sees the value of life outside work. He has laid out his views in his autobiography, *Horizons of Joy*.

It begins with a family feud and ends with reconciliation. In between, he portrays himself as a visionary, uttering his story with

quotes from colleagues that show him in an almost unbelievably good light. Managers may not glean much inspiration from his "philosophy for success", which includes such trite recommendations as "have confidence in yourself".

Yet his life story holds some important management lessons. Mr Mondavi was a pioneer of a mantra that has inspired some of the most successful companies of the 1990s: educate the consumer. He came into the world of California wine-making when Napa Valley was producing almost exclusively second-rate bulk wines, and American consumers were drinking them.

In 1965, Mr Mondavi, the son of Italian peasants, dined at one of the best restaurants in France, Le Pyramide, and had a vision. He would learn to make some of the best wines on the market, then teach Americans, and the rest of the world, to appreciate them.

These days, that does not seem revolutionary. Starbucks has built a coffee empire on getting construction workers and wheat

'Wine to me is passion. And that's the best way to be successful'

finer things in life. Mr Mondavi is credited more than anyone else for the quality and marketing campaign that put fine American wine on the map. He excelled at creating an image. He was so obsessed with getting word out that he once left an important board meeting to show his vineyard to an unannounced wine writer.

He staked millions of dollars on an HQ chic enough to attract hordes of tourists. He hosted gourmet extravaganzas, music concerts and other events. He sweated over details, agonising about designs for labels. He staged tastings, pitting fine French wines against his own - and doing quite well.

"If you make something of quality - whether it's a good new medicine or a good car - you have to make sure the consumer knows how to recognise quality, and knows why quality matters," he says.

Even the wine industry has forgotten the importance of consumer education, he says. Americans who drink fine wine are still a minority: "We have to get out there and battle the image of wine as a health problem. Wine is healthy, good for the heart and the spirit, and we haven't been focused enough on that message in recent years."

Mr Mondavi admits to mistakes in his private life and because his has always been a family-run enterprise, these have encroached heavily on business. In 1965, he entered a bitter legal fight with his brother Peter, about direction and owner-

ship of the Charles Krug Winery they had for years run together. He came close to ruining his relationship with his sons Michael and Tim because of what he calls his insensitivity. "When you criticise someone, you should not do it in front of others."

Mr Mondavi believes many American businesses have lost a competitive edge by disassociating themselves from their founding dynasties. Although Mondavi was listed on Nasdaq's exchange five years ago, the family retains most of the voting shares. Robert's sons have now taken over day-to-day.

"It is only in family businesses that you can get the passion you need to succeed in an industry like wine," he says. "In many places in Europe and Latin America, they understand the importance of the family to business. When you grow up with something in your blood, living and breathing it every day, of course you are going to bring more commitment than if it's just another corporation that you'll probably leave in a few years. Wine to me is passion. Business is passion. And that's the best way to be successful."

IT INTERVIEW PATRICIA SEYBOLD

An end-to-end e-business strategy

Some companies have invested heavily in e-commerce with little effect. Christopher Price finds out how best to tackle the job

Executives hoping for new insights from Patricia Seybold on how they ought to implement a successful electronic commerce strategy might be disappointed.

"It's not rocket science," says the 49-year-old information technology consultant. "It is simply about focusing on your customers - what they need, what they want and how to make life easier for them."

Many companies find such simple-sounding advice unpalatable because it often involves fundamental re-engineering of their business process and organisational structure, she says.

Ms Seybold's new guide to success in e-commerce, *Customers.Com*, was a result of the work of her eponymous Boston-based consultancy on advising companies on how to implement IT strategy.

"I was meeting executives who had spent large amounts of money on IT systems, and yet were still being told by their customers that it was hard to do business with them," she says.

At the time, she was also searching the worldwide web in an attempt to discover which companies were making a success of e-commerce.

"I stumbled upon a pattern that the successful businesses were all focused on existing customers, and committed to making it easier for them to do business, either via the web, or through better information provision," she says.

Three years later, and armed with detailed examples of 16 US businesses, Ms Seybold's book identifies important steps to successful e-commerce.

These include:

- Target the right customers. The author cites American Airlines as a company

that has aimed its web site at its most important customers - in this case the 32m members of its frequent flyer programme.

- Give customers control over their business experience. They should be given access to a company's processes to make them feel involved and to relay valuable feedback. "So many companies are frightened that customers will see their dirty laundry, but often they have already seen it," says Ms Seybold.

- Provide a 360° view of the customer relationship. Employees and customers must have full knowledge of, and access to, their transaction history and relationship. Bell Atlantic and Wells Fargo are held up as having "worked hard and long to achieve this", across a variety of interactive channels.

- Help customers to do their jobs. Understand the business needs of your customers. Ms Seybold uses Boeing as a good example: the US aircraft manufacturer has designed its web-based spare parts ordering system with its airline maintenance customers in mind. "The key."



Seybold: 'The key is to save the customer time'

she says, "is to save the customer time and let them play 'what if' games with your inventory."

- Deliver personalised service. "Provide a level of personalised service that is not possible in any other way and you will become part of their daily lives," says Ms Seybold.

She is keen to emphasise that all the companies highlighted in her study have spent years perfecting their digital strategies, and that "none of them are doing everything right".

However, all are reaping the benefits of the decisions taken in developing and implementing an end-to-end e-business strategy.

She says the biggest frustration is in convincing these companies that reach their customers through resellers or dealer channels to re-evaluate their business processes with a view to meeting the needs of end-customers.

"There is a certain kind of culture in some organisations which sees the most important customer as the immediate recipient of the company's products. This often means the dealer, retailer or reseller, and not the customer."

Ms Seybold certainly has a lot of experience in observing organisations.

She began her career in the early 1970s, working with her father, John Seybold, a pioneer of electronic typesetting.

She moved on to the emerging word processing and office systems markets, and was responsible for the authoritative industry newsletter *The Seybold Report*.

Her next move will be to expand *Customers.Com* to include European companies that have integrated the internet into their business processes. Given the region's relative immaturity in e-commerce, it is also likely to be her greatest challenge to date.

*Published this month in the US by Times Books, \$27.50

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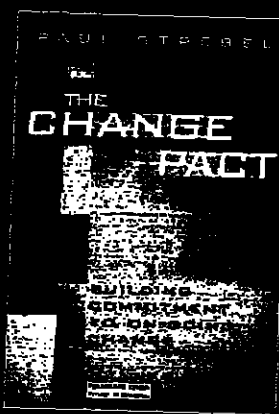
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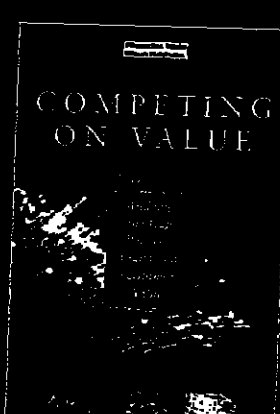
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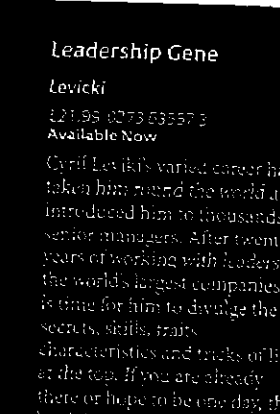
There has been a fundamental change in the purchasing motivations and behaviour of customers and the methods by which companies meet those new customer expectations. Published to rave reviews, *Competing on Value* provides an important new methodology (COWB: Customer Organisation Value Proposition™) that helps senior management deliver customer value in a world where traditional marketing and brand strategies often fail to do so.



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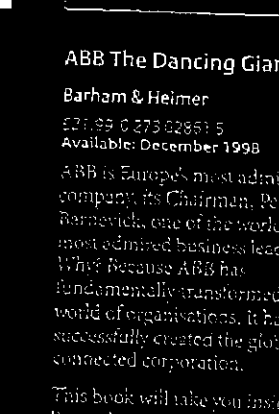
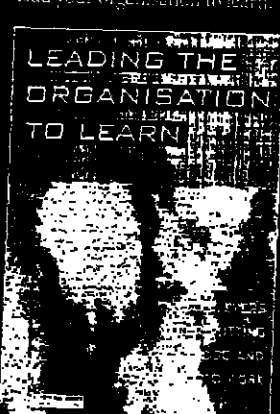


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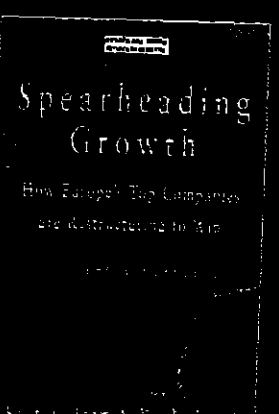
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EURO PRICES

EQUITIES

Interest rate boost peters out

EUROPEAN OVERVIEW

By Philip Coggan,
Markets Editor

European equity markets received a brief lift from the decision of the US Federal Reserve to cut interest rates again, but the upward momentum petered out. A quarter-point reduction in rates had been widely forecast and shares on Wall Street had finished lower on Tuesday after the move. So the boost to Europe's bourses was inevitably rather muted, especially as investors seemed to decide that the Fed's move might

be the US central bank's last interest rate change for the immediate future.

The FTSE Eurotop 100 index rose 6.58 or 0.3 per cent to 2,525.98 but the broader Europe 300 index fell 0.83 to 1,088.44. The FTSE Ebluc 100 index, which comprises shares in eurozone countries, inched up 0.38 to 903.69.

The best performing sector was household goods, which rose 1.9 per cent. Leading the pack was L'Oréal, the French group which owns a near 57 per cent stake in Synthelabo, which a press report suggested might soon merge with fellow pharma-

ceuticals outfit Sanofi. L'Oréal gained Ecu 10.7 to Ecu 484.55.

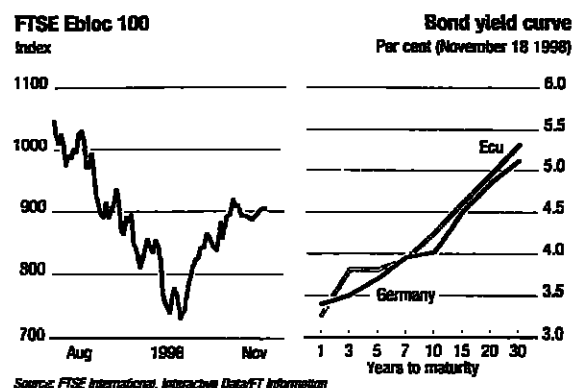
The construction sector was the day's laggard, dropping 2.6 per cent, with French group Bouygues losing Ecu 6.7 to Ecu 177.61.

Among engineering stocks, Viag continued to suffer from investor disappointment at its takeover discussions with Alusuisse, revealed on Tuesday. The German group finished Ecu 28.7 lower at Ecu 539.5.

How solidly based is the rally which began in early October? Some fundamental analysts continue to worry that the markets might not

be fully taking into account the potential damage to corporate earnings from the economic slowdown.

A different perspective is provided by James Cornish at BT Alex Brown who points out that European trading volumes fell during October. To him, that suggests "we have been witnessing a temporary rebound fuelled by short covering rather than strong customer buying. The steepest falls in volumes in the month came in the biggest continental markets, France and Germany." Domestic volumes fell 34.1 per cent and 17.3 per cent respectively.



Source: FTSE International, Interactive Data/FT Information

THREE MONTH EURO FUTURES (LFFE) Expiry points of 100%									
Month	Open	Settle	Change	High	Low	Est. vol	Open Int.	Open Int.	Open Int.
Jan	96.990	96.995	+0.005	96.995	96.990	215	598	0	0
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CURRENCIES & MONEY

FT SYNTHETIC EURO RATES

Nov 18	Currency	Rate	Change on day	Change on week	Change on month	Change on year
Europe						
Austria	ATF	14.059111	-0.0007	-0.001	-0.0019	-0.0019
Belgium	BEF	41.210390	-0.0002	-0.0007	-0.0007	-0.0007
Czech Republic	CZK	25.542116	-0.0002	-0.0008	-0.0013	-0.0013
Denmark	DKK	7.460339	-0.0003	-0.0003	-0.0013	-0.0013
Finland	FM	6.072642	-0.0002	-0.0002	-0.0014	-0.0014
France	FRF	6.552525	-0.0005	-0.0005	-0.0005	-0.0005
Germany	DEM	1.939717	-0.0001	-0.0001	-0.0006	-0.0006
Greece	GRD	335.647494	-1.0003	-3.00	-35.48	-11.11
Ireland	IRL	25.472025	-0.0003	-0.0011	-0.0011	-0.0011
Italy	ITL	1936.26326	-0.0002	-0.0002	-0.0003	-0.0003
Luxembourg	LUX	41.210390	-0.0002	-0.0007	-0.0007	-0.0007
Netherlands	FLG	2.203710	-0.0002	-0.0002	-0.0001	-0.0001
Norway	NOK	8.475315	-0.0005	-0.0005	-0.0009	-0.0009
Poland	PLN	4.125462	-0.0004	-0.0004	-0.0004	-0.0004
Portugal	PTE	204.846899	-0.1732	-0.008	-0.0755	-0.0755
Romania	ROL	11528.76333	-17.4332	-115	-20.876	-115
Russia	RUB	20.242026	-0.0002	-0.0002	-0.0002	-0.0002
Slovakia	SKK	43.918959	-0.0550	-0.11	-1.2299	-1.2299
Spain	ESP	163.033079	-0.1954	-0.008	-0.0239	-0.0239
Sweden	SEK	9.598922	-0.0002	-0.0002	-0.0002	-0.0002
Switzerland	CHF	1.544721	-0.0008	-0.005	-0.0224	-0.0224
United Kingdom	GBP	0.719711	-0.0018	-0.0025	-0.0008	-0.001
ESU		1.015042	-0.0007	-0.002	-0.0008	-0.0008
Americas						
Brazil	BRL	1.425831	-0.0001	-0.14	-0.0008	-0.0008
Canada	CND	1.001058	-0.0002	-0.002	-0.0006	-0.0006
Mexico	MXN	11.000000	-0.0058	-0.05	-0.0196	-0.0196
United States	USD	1.000000	-0.0012	-0.10	-0.0075	-0.0075
Pacific/Asia						
Indonesia	IDR	1.059942	-0.0023	-1.53	-0.0078	-1.44
Hong Kong	HKD	9.274337	-0.0187	-0.12	-0.0390	-0.0390
Japan	JPY	142.000000	-0.0003	-0.42	-0.0114	-0.012
South Korea	KRW	1.064515	-0.0001	-0.0001	-0.0001	-0.0001
Singapore	S\$	1.366616	-0.0017	-0.25	-0.0043	-0.0043

Source: FISD International Ltd. This table gives a bi-monthly, synthetic index for the Euro1 against the domestic currency of each country. The index is calculated as the ratio of the domestic currency to the Euro1. The index is rounded to two decimal places. The index is calculated as the ratio of the domestic currency to the Euro1. The index is rounded to two decimal places. The index is calculated as the ratio of the domestic currency to the Euro1. The index is rounded to two decimal places. The index is calculated as the ratio of the domestic currency to the Euro1. The index is rounded to two decimal places. The index is calculated as the ratio of the domestic currency to the Euro1. The index is rounded to two decimal places. The index is calculated as the ratio of the domestic currency to the Euro1. The index is rounded to two decimal places. The index is calculated as the ratio of the domestic currency to the Euro1. The index is rounded to two decimal places. 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BUSINESS AND THE EURO

BOND INDICES

Mystery of Europe's missing banks

Anyone who doubts that US investment banks are fighting more aggressively than most of their European counterparts for market share after monetary union should look at the "battle of the indices".

With the exception of Barclays Capital, which is confining itself to a relatively narrow-based index, only US banks are offering benchmark indices for Europe's bond markets.

This week Morgan Stanley Capital International, the majority-owned subsidiary of the investment bank, launched a euro-denominated bond index, joining the ranks of Salomon Smith Barney, Bear Stearns, Merrill Lynch, J.P. Morgan and Lehman Brothers.

MSCI, which is also a leading contender to provide the benchmark index for the pan-European equity market, is betting that Europe's fund managers will start to behave like their counterparts in the US. Almost all the big US funds benchmark themselves against at least one fixed-income index and sometimes more than one.

Although national bond indices do exist, European fixed-income investors are

US banks are way ahead of their European counterparts, offering benchmark indices to measure performance in their battle for market share after monetary union, says Edward Luce

considerably more discreet about their investment yardsticks than those in the US. "We know some funds in southern Europe who benchmark themselves against inflation," said a US banker. "Others don't even bother with that."

With monetary union around the corner, this is expected to change. Already some regulatory authorities, notably in Italy, are recommending that domestic funds should benchmark themselves against a public index. Other funds will be compelled by their clients - the municipalities and corporate accounts - to measure their performance against a leading index.

None of this amounts to a revolution. But if the enthusiasm of the US banks is anything to go by, there will be a radical alteration in investor outlook. And the benchmark indices will be ready to capture this change. "Benchmarks tell the investors what the market is like," said Rafei Sayood, at Salomon Smith Barney. "And it gives their sponsors the ability to measure how

well fund managers are performing."

Which benchmarks are likely to succeed? And what benefits does success bring to the sponsor? To judge by the US, where Lehman Brothers' aggregate index is the clear leader, there is room for two, or possibly

grade benchmarks relatively quickly.

"Fund managers will probably choose their benchmarks in the first quarter of 1999," said Anant Patel, managing director, financial analytics, at Bear Stearns in London. "We could even know sooner than that."

'It is impossible to quantify, but having a benchmark is more than just a marketing tool - albeit a very effective one'

three, indices to take the limelight. Salomon Brothers' broad investment grade index is the other leading benchmark in the US.

In addition, both Lehman Brothers and Bear Stearns publish widely-tracked indices on the US high-yield bond market. It is too early in the development of Europe's junk bond market for a high-yield benchmark to catch on, but bankers expect fund managers to choose Europe's investment

Europe's leading funds, some of which have already chosen a benchmark, are faced with a relatively broad range of approaches. J.P. Morgan and Barclays Capital have both confined their indices to the government bonds of the 11 participating countries in reflection of the relative dominance of government bonds as a proportion of outstanding debt in the euro-zone.

The others have all included varying proportions

of corporate and other non-government securities in their indices. Given the ease with which a purely government bond-based index can be constructed, this suggests that the added value is more obviously captured in the broader indices.

"Anyone can set up a government bond index because the prices are all on the screen," said Aram Flores, director of international fixed income at Lehman Brothers. "But for other bonds, including smaller corporate issues, you need an active and large trading floor to supply you with the data."

But the broader indices also diverge. Some, such as Salomon's, incorporate only the large, actively traded issues to capture liquidity. Others, notably Lehman's, include as broad a range of securities as is practical.

Lehman's qualifying threshold for the inclusion of non-government bonds is just £100m of outstanding paper, which means that the index includes almost 7,000 separate issues covering almost 90 per cent of the

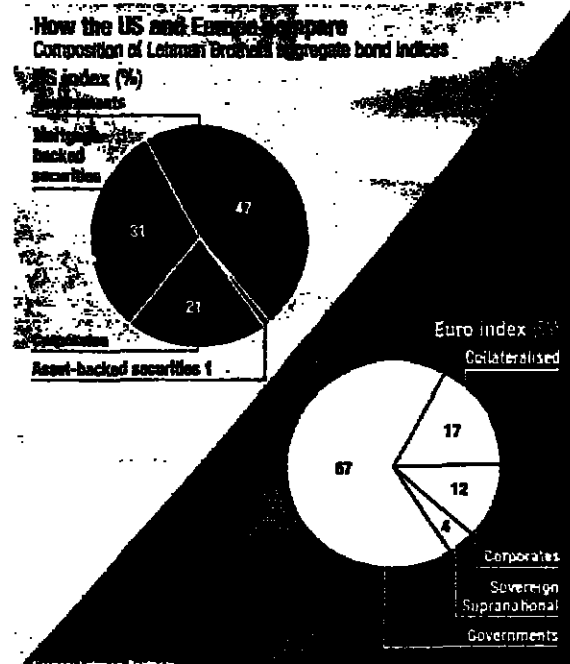
euro-zone's market capitalisation (£2,630bn). This is designed to reflect the diversity of the market which investors use, says Lehman.

Salomon, which in contrast has a cut off point of £500m, says it is pointless to include issues which are barely traded, such as some of the thousands of small-scale pfandbriefe bonds (German mortgage-backed paper). With the exception of Bear Stearns, which has yet to determine cut off points, the others have chosen cut off points between £100m and £500m.

Whichever investors go for - and much will depend on how quickly smaller-scale European corporates switch to the bond markets - the rewards will almost exclusively go to the US banks.

The benefits to them are all indirect because use of the indices is free, they are nevertheless substantial. "It is impossible to quantify, but having a benchmark is more than just a marketing tool - albeit a very effective one," said one banker.

Perhaps the most obvious downstream benefit is through the over-the-counter derivatives business. Many investors, especially those



who track indices but also smaller investors, want to capture the returns from an index without having to invest in the full range of securities. With some banks including more than 2,000 securities in their index, this is hardly surprising.

The investor can capture the return from an index without the hassle of buying the bonds by entering into a total return swaps agreement with the bank. Others want to benchmark against

indices tailor-made for them to reflect their specific investment mandates. Ordering customised indices from a benchmark provider is a growing area. Much business is also generated on the banks' trading floors because index-traders will route a large proportion of their business through the index provider.

All of this represents revenue opportunities, which only adds to the mystery of the missing European banks.

If the strain gets too much...

A manager's guide to the euro

How likely is a break-up of the euro-zone, and how might it affect my investment strategy? Break-up is not very likely. Richard Davidson, European strategist at Morgan Stanley, puts the chance at only 1 per cent. The political will to push forward with the project is still in place and the embarrassment and the chaos that would follow a break-up would be immense. However, fate and the markets have a habit of disrupting the best laid plans.

How might a break-up occur? There are two main dangers. The first is that speculation in the foreign exchange markets might occur in the interim period, from 1999 to 2002, during which national currencies and the euro will exit in tandem. The second is that economic problems, notably a prolonged recession, might prompt one or more member countries to decide that national prosperity would be better served if they had the power to set their own interest and exchange rates.

So the interim period might be tricky? Possibly. Member currencies will be locked in at their parities against the euro and in a legal sense will only exist as sub-currencies. That rules out conventional foreign exchange speculation of the kind that caused the crisis in the exchange rate mechanism in 1992. But as Paul Mortimer-Lee of Paribas points out "speculative tensions will still be a theoretical possibility". The main route seems likely to be the transfer of assets from "risky" countries, such as Italy, which might be perceived as the most likely to drop out of the euro, into core countries such as Germany. This could cause strains in the banking system in the countries concerned.

What about the economic issues? They are the main concerns of the Euro-sceptic camp. This looks the more likely problem. European unemployment is already high and hopes for economic growth in 1999 have been scaled back in the face of the worldwide slowdown. Few believe that Europe is such a close-knit economic area that one interest rate will be appropriate for all countries.

Interest rates seem likely to be set with conditions in the core countries of France and Germany in mind, rather than economic events in Ireland or Spain. At the moment, this means that Irish and Spanish rates are probably lower than would normally be the case, and few people are complaining; it will be a different matter should conditions change. Remember the early 1990s when the Bundesbank kept interest rates high to counter the inflationary effects of German unification and many European countries

were mired in recession? Britain and Italy were forced into leaving the ERM.

A more general crisis might be triggered by tensions between the politicians and the European Central Bank, some of which are already emerging. The more left-wing politicians do not have the same enthusiasm for fiscal rigour as their conservative predecessors. They might break the terms of the stability pact and try to reflate their economies; the Bank may respond by raising interest rates to head off inflationary pressures. If a prolonged recession results, the politicians may be tempted to tinker with the Maastricht system, which would shatter the confidence of the markets.

How might one profit from a break-up? Much would obviously depend on the circumstances. But all the most likely break-down scenarios relate to a prolonged recession, in which politicians are forced to alter policy, just as the UK was finally forced to leave the ERM and cut interest rates in 1992.

According to Ian Hammett, director of European strategy at BT Alex Brown, that would suggest a strategy of buying cyclical stocks to get the benefit of the ensuing political recovery.

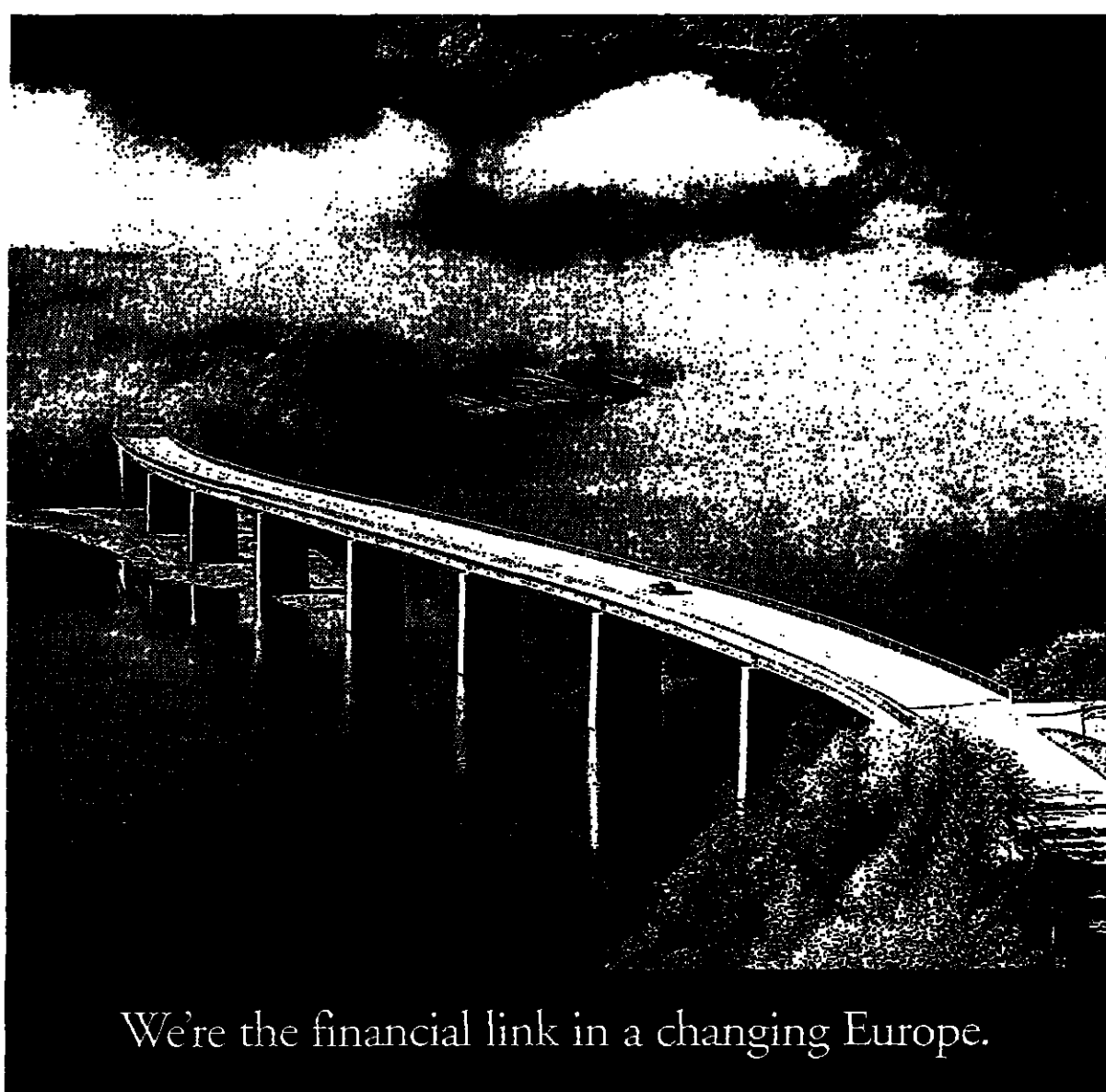
However, he is not confident that equity markets will do at all well in such circumstances, which he likens to the break-up of the Bretton Woods system in the early 1970s. "Suddenly, markets will realise there is no anti-inflation anchor and they will demand a massive risk premium for holding equities."

What about the bond markets? Some of the biggest beneficiaries of the drive for a single currency have been investors in the traditionally high-yielding bond markets such as Italy and Spain, which have seen yields drop to the level of the core countries of France and Germany.

Accordingly, holders of those bonds would likely be the biggest losers if monetary union were dissolved. The markets would no doubt react that those countries which had high inflation rates before Emu would be just as likely to have them after it. One strategy would therefore be to short those bonds and go long either in the core countries of Germany and France, or more probably in the US, which would back in a "safe haven" effect.

Would the same reasoning apply to equity markets in those countries? Probably not. The most likely reason for a country to opt out of Emu would be to ease recessionary pressures by cutting interest rates and devaluing their currencies (or adopt a new lower valued currency). That would be good news for the exporters of the countries concerned and might prompt a rise in their share prices.

Philip Coggan



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Bankers Trust
Architects of Value

Fed cut aftermath splits dollar bloc

MARKETS REPORT

By Alan Beattie

The attention of the world's currency markets shifted yesterday to the varied responses of the second-tier dollar bloc currencies after the US Federal Reserve's easing of monetary policy in the UK.

The Australian dollar pushed higher as traders took advantage of the relatively high yields available in the currency.

But the Canadian dollar slipped slightly as the Bank of Canada cut interest rates by 25 basis points. And the New Zealand dollar fell sharply as the country's Reserve Bank projected loosening monetary conditions.

At the end of trading in London yesterday the Australian dollar had risen to \$0.6440 against the dollar, a rise of over one per cent on Tuesday's close.

The Canadian dollar fell slightly against the dollar to

close at C\$1.5541, and the New Zealand dollar closed nearly one per cent down at \$0.5289.

Otherwise the market had a slack day as it absorbed the impact of the Fed's easing and the debates started over the likely direction of monetary policy in the UK.

Weak retail sales data in the UK and the news that the Bank of England's monetary policy committee had been almost unanimous in pushing for a 50 basis point cut in interest rates in November caused some selling of sterling. But in a market lacking any great desire to break out in a new direction, the pound finished barely changed at \$1.674 against the dollar and DM2.791 against the D-Mark.

POUND IN NEW YORK

	Nov 18	Nov 17	Nov 16	Nov 15
1 pound	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674

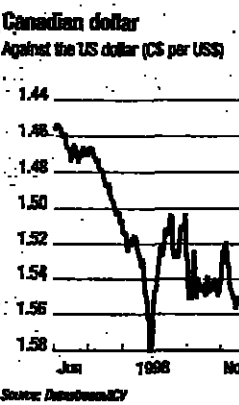
Market strategists pointed to the stronger domestic situation in Australia compared with New Zealand as the reason that the Reserve Bank of Australia could afford to bang fire on interest rates after the Fed's decision.

"Given the situation in Australia, there was no need for a rapid response, and certainly no need to panic," said Steve Barrow, currency strategist at Bear Stearns in London.

"But the Reserve Bank in New Zealand can see the writing on the wall," he said.

The New Zealand Reserve Bank yesterday published its quarterly Monetary Policy Statement, which projected the monetary conditions index for the March 1999 quarter at -0.40, lower than the expected -0.35.

The benchmark 90-day bill yield, which in effect acts as the base interest rate, closed at 43 basis points lower at 4.26 per cent.



Canadian dollar
Against the US dollar (C\$ per US\$)

The Bank of Canada's decision came as little surprise to the markets yesterday, despite comments on Monday by Gordon Tuckman, the bank's governor, that the markets should not assume that monetary policy in the country would follow the US.

"In contrast to the last time that the Bank of Canada followed the Fed, this time the cut in rates was fully anticipated by the market," said Steve Barrow.

But the currency still weakened when the change was announced. Some traders blamed the Quebec elections on November 30 for acting as a drag on the Canadian dollar.

MOTHER CURRENCIES

	Nov 18	Nov 17	Nov 16	Nov 15
100 Swiss francs	1.4850	1.4850	1.4850	1.4850
100 Japanese yen	100.00	100.00	100.00	100.00
100 New Zealand dollars	0.5289	0.5289	0.5289	0.5289

Some analysts attributed sterling's fall in early trading in Europe to the release of the minutes for the November meeting of the Bank of England's monetary policy committee (MPC).

The minutes showed eight members of the committee agreeing on the 50 basis point cut in interest rates with the serial outlier William Butler holding out for a drop of 75 basis points.

But such a reaction to the minutes would be "rather puzzling," said Cameron Crise, currency strategist at SBC in London.

"This MPC meeting took place the week before the inflation report, and so the Report is still the latest information we have," said Mr Crise.

"And personally I didn't see much difference in tone between these minutes and the report, though of course the decisions of William Butler continue to astound and amaze," he added.

POUND SPOT FORWARD AGAINST THE POUND

	Nov 18	Nov 17	Nov 16	Nov 15
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

	Nov 18	Nov 17	Nov 16	Nov 15
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674

CROSS RATES AND DERIVATIVES

EXCHANGE CROSS RATES

	Nov 18	Nov 17	Nov 16	Nov 15
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674

UK INTEREST RATES

	Nov 18	Nov 17	Nov 16	Nov 15
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674

LONDON MONEY RATES

	Nov 18	Nov 17	Nov 16	Nov 15
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674

EMS EUROPEAN CURRENCY UNIT RATES

	Nov 18	Nov 17	Nov 16	Nov 15
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674

BASE LENDING RATES

	Nov 18	Nov 17	Nov 16	Nov 15
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674

WORLD INTEREST RATES

	Nov 18	Nov 17	Nov 16	Nov 15
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674

EURO CURRENCY INTEREST RATES

	Nov 18	Nov 17	Nov 16	Nov 15
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674

THREE MONTH EURO CURRENCY FUTURES (LIFT) 100000 points of 100%

	Nov 18	Nov 17	Nov 16	Nov 15
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674

THREE MONTH EURO CURRENCY FUTURES (LIFT) 100000 points of 100%

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	Nov 18	Nov 17	Nov 16	Nov 15
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674

WORLD INTEREST RATES

MONEY RATES

	Nov 18	Nov 17	Nov 16	Nov 15
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674

EURO CURRENCY INTEREST RATES

	Nov 18	Nov 17	Nov 16	Nov 15
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674

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THREE MONTH EURO CURRENCY FUTURES (LIFT) 100000 points of 100%

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100 pence	1.674	1.674	1.674	1.674
100 pence	1.674	1.674	1.674	1.674

Italian bourse seeks level playing field

Italian bourse seeks level playing field

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Italian bourse seeks level playing field

Italian bourse seeks level playing field

Italian bourse seeks level playing field

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Oil prices tumble to fresh lows

MARKETS REPORT

By Robert Cordine, Kenneth Gooding and Paul Solman

Oil prices dropped to new lows yesterday as traders searched in vain for positive news to lift the gloomy sentiment surrounding crude. The price of Brent Blend futures contracts fell to a new low of \$11.20 a barrel, 10 cents down on the previous low of \$11.30 recorded in October 1998.

The contract for January delivery was quoted at \$11.25 in late trading on London's International Petroleum Exchange, down 18 cents from Tuesday's close.

In early afternoon trading in New York the NYMEX December contract fell below \$12 a barrel for the first time since June.

Although the latest inventory statistics from the US showed a modest draw-down of stocks over the past week, they also highlighted the

scale of the oil surplus problem. The American Petroleum Institute estimated crude stocks in the US are up 8.6 per cent year-on-year.

On the London Metal Exchange, three-month copper closed up \$12 a tonne at \$1,602. Traders said the rise was caused by funds covering short positions, adding that copper was unlikely to break out of its recent depressed range of \$1,570 to \$1,605 until more output cuts were announced.

The International Copper Study Group is now forecasting a 1998 copper supply surplus of 300,000 tonnes, up from its June forecast of 200,000 tonnes. It is sticking to its forecast of a 300,000 tonnes surplus next year.

It said the consumption outlook was weakening but stressed that "no allowance has been made in these projections for additional production capacity closure".

Coffee and cocoa ended little changed on the London

International Financial Futures and Options Exchange. Cocoa remained weak, in spite of forecasts that consumption will exceed production by as much as 90,000 tonnes this year, and analysts say fears remain over demand.

December cocoa was 2974 a tonne, 53 higher than Tuesday's close. January robusta coffee was down 41 at \$1,644 a tonne, while nearby November coffee lost \$20 to \$2,125 a tonne.

Surge in US sales of gold coins

By Kenneth Gooding, Mining Correspondent

Worries about potential chaos in financial markets because of the "millennium bomb" are helping to create a surge in gold coin sales in the US, according to the World Gold Council.

It says US mints sold 33.5 tonnes of gold coins in the third quarter, nearly three times the previous record for those months - 8.7 tonnes in 1997 - and helped global demand for the precious metal recover from a poor start to the year.

In the first nine months of this year, 30.3 tonnes of gold coins have been sold in the US and "1998 looks likely to challenge previous record years," said George Milling-Stanley, the council's manager of gold market analysis.

The "millennium bomb", or Y2K problem, refers to difficulties that are already beginning to arise because older computer systems are unable to recognise the date change from 1999 to 2000.

Mr Milling-Stanley, introducing the council's latest Gold Demand Trends survey, suggested financial turmoil and "a growing appreciation of the value of gold in helping to diversify investment portfolios" also encouraged the jump in gold coin sales in the US.

The WGC, a promotional organisation financed by some gold mining groups, monitors 25 markets responsible for about 80 per cent of total gold demand. It says demand in the third quarter, at 676 tonnes, was only 1 per cent below the third quarter record set in 1997.

Demand for the first three quarters was 1,712.2 tonnes, 20 per cent below the same months last year. The WGC says there has been a steady improvement since the first quarter.

See Observer

VAW in mood to expand

Under its new chairman Viag's aluminium subsidiary hopes to join in the industry's restructuring, writes Kenneth Gooding

Signs that Viag wanted its VAW unit to be a bigger and more aggressive player in the aluminium industry were clear long before this week's news that the German conglomerate was talking to Switzerland's Algroup, formerly Alusuisse.

In addition, Helmut Burmester, who took over as VAW's chairman in April, has been insisting that his group hoped to play its part in the consolidation of the global aluminium industry.

Speaking last month in his office in Bonn, however, he admitted finding a big deal, of up to DM1bn (\$600m), would not be easy. "I put the chances at 50-50," he said.

Certainly, the industry was reshaping itself in a substantial way but it was a small industry and VAW's choices were limited because it wanted to remain focused on its four core businesses: aluminium rolling; primary aluminium smelting; flexible packaging and aluminium automotive castings. "And, of course, we want to add value to any acquisition," said Mr Burmester.

A deal VAW completed in May, however, showed what might be possible. It acquired the European aluminium rolling operations of Reynolds Metals, the US group, giving VAW addi-

tional capacity in Germany, Italy and Spain. Mr Burmester said the deal would help it more than double its pre-tax profit this year, to about DM440m from DM217m, making it one of the most profitable parts of Viag.

The Reynolds acquisition, which was profitable from the outset, is expected to add about DM700m to VAW's sales, which reached DM5.1bn last year, and add 180,000 tonnes of annual rolling capacity to its existing 400,000 tonnes. No price has been revealed.

The first sign that Viag intended to build VAW came in 1992 when VAW set up a castings business; it is now the biggest independent supplier of aluminium engine blocks and cylinder heads.

Mr Burmester insisted: "Only a rich company can afford to start a new business. You need two or three sound, existing businesses to start a new one with its own technology."

A second move, in 1996, was the disposal of VAW's aluminium extrusion operations in Bonn, which employed 500 and had turnover of DM150m. These were sold to Hoogovens of the Netherlands. Mr Burmester said the disposal showed VAW was confident enough to sell non-core operations.

Finally, so far, Mr Burmester's appointment, to succeed Jochen Schirmer, who was in charge of VAW, was an indication that Viag was very keen to give VAW more autonomy. He said Viag was willing to sell up to 49 per cent so VAW could have a separate stock market listing.

Mr Burmester, who was chairman of Aral, the German oil company, before joining Klockner, the steel group, as chairman in 1993, was free to take over because Viag had in late 1996 decided to restructure Klockner and keep only its steel distribution operations. This meant his role as chairman was coming to an end by mid-1999 at the latest.

He suggested it was difficult to view VAW as a separate company from Viag until recently. Its chairman, Mr Schirmer, was on the Viag board and the two companies shared a headquarters in Bonn as well as some central services.

Viag has now moved to refocus its operations and deciding VAW will remain a core business.

Mr Burmester said: "One of the reasons I came here was to establish VAW's independence. The Viag board



Helmut Burmester: Keen to establish VAW's independence

knows me well and knows I want independence. I am also here to raise VAW's profile and to expand the group. No one expects me to be a brilliant aluminium guy."

There is plenty of organic growth to come from three of VAW's four divisions, he insisted, and it might well become involved in joint projects to expand its primary aluminium operations.

"It is still an open question whether we should cover 50 or 70 per cent of our own aluminium requirements," said Mr Burmester. At present two-thirds are covered. While waiting for any big deal to come along, VAW is

assembling smaller packages of acquisitions for three of its divisions. Its flexible packaging business is being expanded in Asia in this way, for example.

Mr Burmester said any expansion depended on present operations remaining in good shape and improving their performance.

"The Reynolds acquisition sent a message to the industry that VAW was in the mood to expand and to join in the industry restructuring. We have had lots of suggestions since then. So it is important that VAW remains healthy and gets the day-to-day stuff right."

COMMODITIES PRICES

BASE METALS

LONDON METAL EXCHANGE

Prices from Antwerp-London Metal Trading

ALUMINIUM, 99.99% (per tonne)

Close 1295.5-4.5

Previous 1295.5-4.5

High/Low 1295.5-4.5

AM Official 1295.5-4.5

Kern close 1295.5-4.5

Open int. 33,023

Total daily turnover 33,023

ALUMINIUM ALLOY (per tonne)

Close 1120-25

Previous 1120-25

High/Low 1120-25

AM Official 1120-25

Kern close 1120-25

Open int. 7,660

Total daily turnover 7,660

LEAD (per tonne)

Close 900-50

Previous 900-50

High/Low 900-50

AM Official 900-50

Kern close 900-50

Open int. 30,643

Total daily turnover 10,236

NICKEL (per tonne)

Close 4170-80

Previous 4170-80

High/Low 4170-80

AM Official 4170-80

Kern close 4170-80

Open int. 64,264

Total daily turnover 5,144

TIN (per tonne)

Close 5450-50

Previous 5450-50

High/Low 5450-50

AM Official 5450-50

Kern close 5450-50

Open int. 18,861

Total daily turnover 9,842

ZINC, special High grade (per tonne)

Close 965.5-6.5

Previous 965.5-6.5

High/Low 965.5-6.5

AM Official 965.5-6.5

Kern close 965.5-6.5

Open int. 65,582

Total daily turnover 20,096

COPPER, grade A (per tonne)

Close 1572.5-3.5

Previous 1572.5-3.5

High/Low 1572.5-3.5

AM Official 1572.5-3.5

Kern close 1572.5-3.5

Open int. 158,465

Total daily turnover 38,596

LINE, AM Official 87.125

LINE, Closing 87.125

Spot 1.5715 1 cent; 1.5890 6 cents; 1.5991 9 cents; 1.6042

1000 1 cent; 1.6042 6 cents; 1.6091 9 cents; 1.6142

1000 1 cent; 1.6142 6 cents; 1.6191 9 cents; 1.6242

1000 1 cent; 1.6242 6 cents; 1.6291 9 cents; 1.6342

1000 1 cent; 1.6342 6 cents; 1.6391 9 cents; 1.6442

1000 1 cent; 1.6442 6 cents; 1.6491 9 cents; 1.6542

1000 1 cent; 1.6542 6 cents; 1.6591 9 cents; 1.6642

1000 1 cent; 1.6642 6 cents; 1.6691 9 cents; 1.6742

1000 1 cent; 1.6742 6 cents; 1.6791 9 cents; 1.6842

1000 1 cent; 1.6842 6 cents; 1.6891 9 cents; 1.6942

1000 1 cent; 1.6942 6 cents; 1.6991 9 cents; 1.7042

1000 1 cent; 1.7042 6 cents; 1.7091 9 cents; 1.7142

1000 1 cent; 1.7142 6 cents; 1.7191 9 cents; 1.7242

1000 1 cent; 1.7242 6 cents; 1.7291 9 cents; 1.7342

1000 1 cent; 1.7342 6 cents; 1.7391 9 cents; 1.7442

Precious Metals continued

1000 US dollars (per ounce)

Close 287.5-3.3

Previous 287.5-3.3

High/Low 287.5-3.3

AM Official 287.5-3.3

Kern close 287.5-3.3

Open int. 1,480

Total daily turnover 1,480

PLATINUM NYMEX (100 Troy oz; \$ per ounce)

Close 352.4-3.5

Previous 352.4-3.5

High/Low 352.4-3.5

AM Official 352.4-3.5

Kern close 352.4-3.5

Open int. 1,480

Total daily turnover 1,480

PALLADIUM NYMEX (100 Troy oz; \$ per ounce)

Close 292.50-11.65

Previous 292.50-11.65

High/Low 292.50-11.65

AM Official 292.50-11.65

Kern close 292.50-11.65

Open int. 2,460

Total daily turnover 2,460

LEAD (per tonne)

Close 900-50

Previous 900-50

High/Low 900-50

AM Official 900-50

Kern close 900-50

Open int. 30,643

Total daily turnover 10,236

NICKEL (per tonne)

Close 4170-80

Previous 4170-80

High/Low 4170-80

AM Official 4170-80

Kern close 4170-80

Open int. 64,264

Total daily turnover 5,144

TIN (per tonne)

Close 5450-50

Previous 5450-50

High/Low 5450-50

AM Official 5450-50

Kern close 5450-50

Open int. 18,861

Total daily turnover 9,842

ZINC, special High grade (per tonne)

Close 965.5-6.5

Previous 965.5-6.5

High/Low 965.5-6.5

AM Official 965.5-6.5

Kern close 965.5-6.5

Open int. 65,582

Total daily turnover 20,096

COPPER, grade A (per tonne)

Close 1572.5-3.5

Previous 1572.5-3.5

High/Low 1572.5-3.5

AM Official 1572.5-3.5

Kern close 1572.5-3.5

Open int. 158,465

Total daily turnover 38,596

LINE, AM Official 87.125

LINE, Closing 87.125

Spot 1.5715 1 cent; 1.5890 6 cents; 1.5991 9 cents; 1.6042

1000 1 cent; 1.6042 6 cents; 1.6091 9 cents; 1.6142

1000 1 cent; 1.6142 6 cents; 1.6191 9 cents; 1.6242

1000 1 cent; 1.6242 6 cents; 1.6291 9 cents; 1.6342

1000 1 cent; 1.6342 6 cents; 1.6391 9 cents; 1.6442

1000 1 cent; 1.6442 6 cents; 1.6491 9 cents; 1.6542

1000 1 cent; 1.6542 6 cents; 1.6591 9 cents; 1.6642

1000 1 cent; 1.6642 6 cents; 1.6691 9 cents; 1.6742

1000 1 cent; 1.6742 6 cents; 1.6791 9 cents; 1.6842

1000 1 cent; 1.6842 6 cents; 1.6891 9 cents; 1.6942

GRAINS AND OIL SEEDS

1000 US dollars (per bushel)

Close 287.5-3.3

Previous 287.5-3.3

High/Low 287.5-3.3

AM Official 287.5-3.3

Kern close 287.5-3.3

Open int. 1,480

Total daily turnover 1,480

PLATINUM NYMEX (100 Troy oz; \$ per ounce)

Close 352.4-3.5

Previous 352.4-3.5

FT MANAGED FUNDS SERVICE

Offshore Funds

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OFFSHORE AND OVERSEAS

BERMUDA (FSA RECOGNISED)

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BERMUDA (REGULATED)**

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adaptability

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LUXEMBOURG (PSA RECOGNISED)									
Company Name	ISIN	NAV	YTD %	1Y %	3Y %	5Y %	10Y %	20Y %	30Y %
ABN AMRO Funds (PSA)									
ABN AMRO Global Bond Fund	LU0100000000	100.00	12.50	15.20	18.10	20.50	22.80	25.10	27.40
ABN AMRO Global Equity Fund	LU0100000001	100.00	15.20	18.10	20.50	22.80	25.10	27.40	29.70
ABN AMRO Global Income Fund	LU0100000002	100.00	10.10	12.50	15.20	18.10	20.50	22.80	25.10
ABN AMRO Global Real Estate Fund	LU0100000003	100.00	8.50	10.10	12.50	15.20	18.10	20.50	22.80
ABN AMRO Global Short-Term Bond Fund	LU0100000004	100.00	5.20	7.60	10.10	12.50	15.20	18.10	20.50
ABN AMRO Global Sustainable Fund	LU0100000005	100.00	11.80	14.20	16.60	19.00	21.40	23.80	26.20
ABN AMRO Global Water Fund	LU0100000006	100.00	9.20	11.60	14.00	16.40	18.80	21.20	23.60
ABN AMRO Global Healthcare Fund	LU0100000007	100.00	13.50	15.90	18.30	20.70	23.10	25.50	27.90
ABN AMRO Global Technology Fund	LU0100000008	100.00	16.80	19.20	21.60	24.00	26.40	28.80	31.20
ABN AMRO Global Infrastructure Fund	LU0100000009	100.00	10.50	12.90	15.30	17.70	20.10	22.50	24.90
ABN AMRO Global Energy Fund	LU0100000010	100.00	14.00	16.40	18.80	21.20	23.60	26.00	28.40
ABN AMRO Global Agriculture Fund	LU0100000011	100.00	12.00	14.40	16.80	19.20	21.60	24.00	26.40
ABN AMRO Global Materials Fund	LU0100000012	100.00	11.00	13.40	15.80	18.20	20.60	23.00	25.40
ABN AMRO Global Consumer Goods Fund	LU0100000013	100.00	13.00	15.40	17.80	20.20	22.60	25.00	27.40
ABN AMRO Global Financial Services Fund	LU0100000014	100.00	14.50	16.90	19.30	21.70	24.10	26.50	28.90
ABN AMRO Global Media Fund	LU0100000015	100.00	15.50	17.90	20.30	22.70	25.10	27.50	29.90
ABN AMRO Global Telecommunications Fund	LU0100000016	100.00	16.50	18.90	21.30	23.70	26.10	28.50	30.90
ABN AMRO Global Industrial Fund	LU0100000017	100.00	12.50	14.90	17.30	19.70	22.10	24.50	26.90
ABN AMRO Global Transportation Fund	LU0100000018	100.00	11.50	13.90	16.30	18.70	21.10	23.50	25.90
ABN AMRO Global Utilities Fund	LU0100000019	100.00	10.00	12.40	14.80	17.20	19.60	22.00	24.40
ABN AMRO Global Real Estate Development Fund	LU0100000020	100.00	9.00	11.40	13.80	16.20	18.60	21.00	23.40
ABN AMRO Global Infrastructure Development Fund	LU0100000021	100.00	8.00	10.40	12.80	15.20	17.60	20.00	22.40
ABN AMRO Global Energy Development Fund	LU0100000022	100.00	13.00	15.40	17.80	20.20	22.60	25.00	27.40
ABN AMRO Global Agriculture Development Fund	LU0100000023	100.00	12.00	14.40	16.80	19.20	21.60	24.00	26.40
ABN AMRO Global Materials Development Fund	LU0100000024	100.00	11.00	13.40	15.80	18.20	20.60	23.00	25.40
ABN AMRO Global Consumer Goods Development Fund	LU0100000025	100.00	13.50	15.90	18.30	20.70	23.10	25.50	27.90
ABN AMRO Global Financial Services Development Fund	LU0100000026	100.00	14.50	16.90	19.30	21.70	24.10	26.50	28.90
ABN AMRO Global Media Development Fund	LU0100000027	100.00	15.50	17.90	20.30	22.70	25.10	27.50	29.90
ABN AMRO Global Telecommunications Development Fund	LU0100000028	100.00	16.50	18.90	21.30	23.70	26.10	28.50	30.90
ABN AMRO Global Industrial Development Fund	LU0100000029	100.00	12.50	14.90	17.30	19.70	22.10	24.50	26.90
ABN AMRO Global Transportation Development Fund	LU0100000030	100.00	11.50	13.90	16.30	18.70	21.10	23.50	25.90
ABN AMRO Global Utilities Development Fund	LU0100000031	100.00	10.00	12.40	14.80	17.20	19.60	22.00	24.40
ABN AMRO Global Real Estate Development II Fund	LU0100000032	100.00	9.00	11.40	13.80	16.20	18.60	21.00	23.40
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FT MANAGED FUNDS SERVICE

Offshore Insurances and Other Funds

● FT Croyline Unit Trust Prices are available over the telephone. Call the FT Croyline Unit Trust on 1-800-371-8733 for more details.

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ENGINEERING - Continued

HEALTH CARE

هكذا من الاصل

LONDON SHARE SERVICE

OTHER INVESTMENT TRUSTS

Table with 2 columns: Name, Price. Includes entries like FTSE 100, FTSE 250, etc.

INVESTMENT COMPANIES

Table with 2 columns: Name, Price. Includes entries like Anglo American, BHP, etc.

LEISURE & HOTELS

Table with 2 columns: Name, Price. Includes entries like Hilton Hotels, Marriott Hotels, etc.

LIFE ASSURANCE

Table with 2 columns: Name, Price. Includes entries like Prudential, etc.

MEDIA

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MEDIA - Continued

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AIM Alternative Investment Market. The Alternative Investment Market, designed primarily for small companies, is regulated by the Financial Conduct Authority. It provides a platform for companies to raise finance through the sale of shares. Includes a list of companies and their share prices.

GUIDE TO LONDON SHARE SERVICE. This section provides detailed information about the London Share Service, including how to use it, the types of shares available, and the fees involved. It also includes a list of companies and their share prices.

Profit-taking triggers modest losses in equities

MARKET REPORT

By Steve Thompson,
UK Stock Market Editor

An initially positive response by London's equity market to news that the US Federal Reserve had cut interest rates for the third time since the end of September, quickly gave way to profit-taking yesterday.

After a day of sizeable swings in both directions, the FTSE 100 index only just managed to clamber off the day's lows, finishing 28.7 down at 5,474.0, having posted a 35.6 fall only a min-

ute before the official close. Unlike the leaders, there was no real cushion for the mid and smallcaps - both FTSE indices remained in negative territory all day.

The FTSE 250 index finished at a session low of 5,474.0, down 28.7, while the FTSE SmallCap was a disappointing 8.1 weaker at 2,052.8.

Some dealers were taken aback by London's early strength, given that Wall Street ended Tuesday's session with the Dow Jones Industrial Average down 25 points and back below the 9,000 level.

Wall Street gave no real help to European markets at the opening yesterday, the Dow moving either side of the 9,000 level shortly after the opening.

Traders in London also pointed to an ever-lengthening list of companies announcing disappointing results, on top of profit warnings that continue to chip away at the market's confidence.

Those disappointments have tended to undermine the stock market's second liners and smallcap stocks, especially over the past two sessions, which have seen

the FTSE 250 and SmallCap indices under constant downside pressure.

Apart from the positive sentiment derived from the US interest rate cut, the market had also responded to hopes of further reductions in UK interest rates in the short term after the latest domestic economic news.

The minutes of the November 5 meeting of the Bank of England's monetary policy committee showed that eight of the members had voted for a 50 basis point cut in rates with the ninth member, William Butler, a former "hawk" calling

for a 75 basis point cut. High street retail sales, meanwhile, fell 0.4 per cent in October, reducing the annual rate of growth to just 1 per cent.

The optimists are now looking ahead to the next meeting of the mpc, scheduled for December 10, for a further easing of monetary policy.

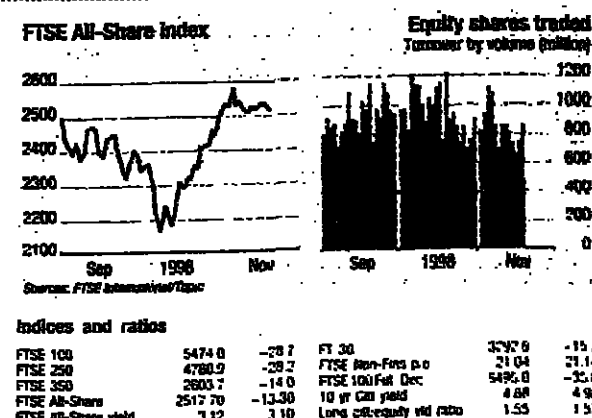
David McBean at BT Alex Brown, which has an end-year FTSE 100 target of 5,500, said another UK rate cut would be "a possibility". He added that "there are no surprises about the current stream of earnings

downgrades given the decline in gross domestic product forecasts".

He continued: "Growth expectations are becoming modest in the extreme, which means the flow of downgrades will speed up. In that environment it is difficult to get too excited about the market."

But he insisted the technical position "is still supportive - institutional demand for equities is still healthy and the equity supply is still modest".

Turnover in equities reached 850m shares by the 6pm count.



Indicators and ratios	FTSE 100	FTSE 250	FTSE SmallCap	FTSE All-Share
FTSE 100	5474.0	-28.7	-8.1	-35.6
FTSE 250	5474.0	-28.7	-8.1	-35.6
FTSE SmallCap	2052.8	-8.1	-8.1	-35.6
FTSE All-Share	2517.0	-13.50	-13.50	-13.50
FTSE All-Share yield	3.12	3.10	3.10	3.10

Best performing sectors

1	Electronic & Elec Equip	-0.9
2	Health Care	-0.2
3	Telecommunications	-0.2
4	Gas Distribution	-0.1
5	Life Assurance	-0.0

Worst performing sectors

1	Unlisted Industrials	-7.9
2	Distribution	-7.4
3	Oil Exploration & Prod	-5.4
4	Wages	-2.1
5	Support Services	-2.0

Safeway soars on figures

COMPANIES REPORT

By Joel Kibazo, Martin Brice
and Caroline von Lowenich

Food retailer Safeway threw off recent sector concerns about current trading and sprinted ahead after it delivered a favourable statement with its interim figures.

The group recorded 28-week to October 10 profits of £187.1m, down from £225.5m, but also said first-half like-for-like sales were 4.7 per cent ahead, rising to 4.9 per cent in the first five weeks of the second half.

Safeway's warning that Christmas trading will be "more challenging than for many years" had little impact on sentiment.

The shares, which have underperformed the market by just over 23 per cent this year, jumped 14½ to 5.3 per cent to 290½p, the best performer in the FTSE 100. With a big buyer said to have been active in the market, turnover rose to 15m to make it the second most actively traded Footsie stock yesterday.

Full-year profit estimates are likely to be held in the £350m to £370m range although several analysts remain cautious. One broker said: "We have had favourable outlooks from Safeway

several times in the recent past but the company has never really been able to deliver."

The rest of the sector remained dull. J Sainsbury fell 14 to 506p while two-way business in Tesco brought turnover of 9.9m as the shares remained unchanged at 214½p.

A bullish "buy" note from transport analyst Peter Bergius at ABN Amro helped logistics company Ocean Group gain 23 to 71½p, one of the best FTSE 250 performers. He told clients that profit forecasts for Ocean seemed secure while those for other logistics companies faced mounting pressure.

The stake, comprising 2.15m shares owned by chairman Martin Copley, was placed at 500p. Sources

close to the company said he retained a stake but was "no longer a seller". The shares were down 2½ to 327½p.

Building materials group Meyer International saw a trade of 3.5m and gained 13½ to 315p following strong interim figures that prompted upgrades to profit forecasts. The pre-tax line rose 48 per cent to £28.7m, and both BT Alex Brown and Teather & Greenwood lifted their estimates.

David Taylor at Teather & Greenwood said: "Now that Meyer can point to results that demonstrate that the scale benefits of the Jewson Harrods merger are working, the bull case for the shares is likely to prevail."

He eased his forecast up to £75m while BT Alex Brown moved from £73.7m to £76m.

Energy raced higher to finish 12½ to 95p, building on Tuesday's strong showing which followed well-received interim results and news of the acquisition of another three corporate clients. Also helping the shares was news that Morgan Stanley has upgraded its profit forecast for next year from £236m to £280m and

because of their heavy exposure to slowing UK industrial and retail markets.

He said: "On a p.e. relative of 90 on next year's forecasts and delivering double-digit earnings per share growth for this and next year, Ocean remains by far our preferred play on global logistics."

Dresdner Kleinwort Benson placed the 6.25 per cent stake in insurance group Domestic & General Group that has been overhanging the market for several weeks.

The stake, comprising 2.15m shares owned by chairman Martin Copley, was placed at 500p. Sources

close to the company said he retained a stake but was "no longer a seller". The shares were down 2½ to 327½p.

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Best and worst performing FTSE sectors

Electronic & Electrical Equipment

Unlisted Industrials

Unlisted Industrials

Unlisted Industrials

Unlisted Industrials

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FUTURES AND OPTIONS

FTSE 100 INDEX FUTURES (LFF) £10 per full index point

Dec 5540.0 5495.0 -35.0

Mar 5525.0 5490.0 -35.0

Jun 5510.0 5480.0 -30.0

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سكاي ان الامل

GLOBAL EQUITY MARKETS

US INDICES

Index	Nov 17	Nov 18	Nov 19	1998 High	1998 Low	52wk % chg
Dow Jones	8956.28	9011.25	8918.58	9247.97	7839.02	53.32
S&P 500	1065.28	1071.25	1061.58	1117.77	917.78	16.72
Nasdaq	2502.82	2518.25	2471.58	2682.02	2045.02	23.22
NYSE	339.58	342.58	338.58	358.02	282.02	18.52

US DATA

Index	Nov 17	Nov 18	Nov 19	1998 High	1998 Low	52wk % chg
Volume	1,100,000,000	1,150,000,000	1,120,000,000	1,200,000,000	1,000,000,000	10.00
NYSE	1,000,000,000	1,050,000,000	1,020,000,000	1,100,000,000	900,000,000	10.00
Nasdaq	100,000,000	110,000,000	100,000,000	120,000,000	80,000,000	10.00

JAPAN

Index	Nov 17	Nov 18	Nov 19	1998 High	1998 Low	52wk % chg
Nikkei 225	14582.28	14611.25	14518.58	14847.97	14139.02	5.32
TOPIX	1202.28	1207.25	1201.58	1227.77	1177.78	2.72

FRANCE

Index	Nov 17	Nov 18	Nov 19	1998 High	1998 Low	52wk % chg
CAC 40	3762.28	3781.25	3751.58	3847.97	3613.02	4.32

GERMANY

Index	Nov 17	Nov 18	Nov 19	1998 High	1998 Low	52wk % chg
DAX	4082.28	4091.25	4081.58	4147.97	4013.02	0.32

INDEX FUTURES

Index	Nov 17	Nov 18	Nov 19	1998 High	1998 Low	52wk % chg
Dow Jones	8956.28	9011.25	8918.58	9247.97	7839.02	53.32

WORLD MARKETS AT A GLANCE

Country	Index	Nov 17	Nov 18	Nov 19	1998 High	1998 Low	52wk % chg
Argentina	MERV	1000.28	1001.25	1000.58	1002.97	1000.02	0.00

UK

Index	Nov 17	Nov 18	Nov 19	1998 High	1998 Low	52wk % chg
FTSE 100	5478.28	5481.25	5471.58	5547.97	5413.02	0.32

EUROPE

Index	Nov 17	Nov 18	Nov 19	1998 High	1998 Low	52wk % chg
Euro Stoxx 50	1458.28	1461.25	1451.58	1484.97	1413.02	5.32

ASIA

Index	Nov 17	Nov 18	Nov 19	1998 High	1998 Low	52wk % chg
Nikkei 225	14582.28	14611.25	14518.58	14847.97	14139.02	5.32

THE NASDAQ-AMEX MARKET GROUP

Stock	Nov 17	Nov 18	Nov 19	1998 High	1998 Low	52wk % chg
Alcatel	12.50	12.60	12.40	13.00	12.00	0.00
Altria	25.00	25.10	24.90	25.50	24.50	0.00
Amgen	45.00	45.10	44.90	45.50	44.50	0.00

THE NASDAQ-AMEX MARKET GROUP

Stock	Nov 17	Nov 18	Nov 19	1998 High	1998 Low	52wk % chg
Amgen	45.00	45.10	44.90	45.50	44.50	0.00
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Japan odd one out amid cautious optimism

WORLD OVERVIEW

Gains among international equities were limited yesterday as investors regarded the US rate cut as already discounted into share prices, writes *Emilia Terazono*.

Tokyo and Hong Kong posted modest gains while Europe was mixed. The rate cut prompted selling as the view that the US Federal Reserve would be on hold after three consecutive rate cuts, weighed on sentiment.

With the strains in financial markets expected to ease, the consensus economic outlook for the medium term has turned cautiously optimistic. Deutsche Bank expects global growth to recover to around 2.5 per cent in 2000.

Japan, however, is likely to continue to be the odd one out among G7 economies. Although some fund managers have started to increase their exposure to Japan, and the Nikkei has rebounded 13

per cent since its low in October, the view on economic fundamentals remains pessimistic.

The bank recapitalisation package has helped bolster the share prices of some banks which had been heavily sold off. Sakura Bank has risen 94 per cent since its October 1 low while Bank of Tokyo-Mitsubishi has risen 54 per cent and Fuji Bank 43 per cent.

The basis of the recent buying, especially by foreign

investors, has been cheap valuations. However, some analysts are wary. "What scares us most about any renewed appetite for Japanese equities is that the valuation arguments could have more or less been made at any time in the last five years," says James Montier, global strategist at BT Alex Brown.

Near-term worries stem from cash-flow problems among companies and possible bankruptcies, say some

Japanese traders. In spite of the recent slew of fiscal measures and banking packages, the credit squeeze remains intact, they believe.

"The end of November, when most companies sort out their cash flow situation for the end of the year, is likely to be a crucial period to watch out for," says one trader.

Even in the medium term, prospects are gloomy. The economy continues to be dogged by weak consumer

demand and overcapacity, without export demand to fall back on. Structural problems, including bad loans and inefficient companies, also loom over the economy.

"According to most economic indicators, there are virtually no signs of a revival of the economy," points out says Deutsche Bank. With GDP forecast to shrink by about 1.5 per cent next year, a turnaround in activity should, therefore, not be expected before 2000.

EMERGING MARKET FOCUS

Golds look for a silver lining

Investors in South African gold shares are not cheering the rand's unexpected recovery against the dollar. For while other sectors remain unsentimented, the local currency's strength will knock the rand earnings of mines.

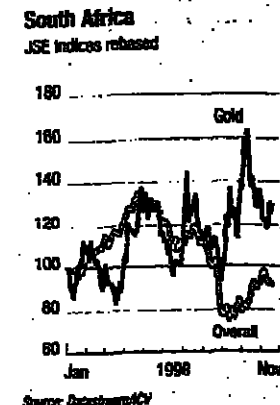
The rand's recovery is not the only factor weighing on gold shares. The dollar price of gold bullion has been a big disappointment for gold bugs. By yesterday's close, the golds index had lost about 21 per cent since its October peak when the bullion price hit \$300 per ounce.

Bullion has since sagged to about \$294 per ounce, dragging gold shares in its wake. Gold bugs were not impressed by the half-hearted rise in the demand for gold when war in Iraq seemed imminent, or when turmoil upset global financial markets. The rand has failed to come to the rescue of gold shares, astonishing economists with its resilience. From its record low of \$8.85 to the dollar at the end of August, the currency has strengthened about 17 per cent. Although the rand is looking a little shaky again, it is managing to hold gains.

Analysts are, however, optimistic South African gold mines will survive the rand's recovery, as the Reserve Bank has responded by easing monetary policy. The prime overdraft rate has been cut to 23.5 per cent from a record high of 25.5 per cent, and is set to fall further. As a result, industrial shares have risen about 25 per cent from the low reached in September.

"Local equity prices have reacted favourably to the onset of a falling interest rate cycle but we're sceptical about the longevity of this run based on interest rates alone, as earnings growth momentum is only expected to pick up in 2000," said BOE Securities economist Herman van Papendorp.

Rob Gillan, analyst at stockbrokers E W Balderson,



Source: Datastream/CI

Internet sector shines as US shares edge up

AMERICAS

US shares turned slightly higher in early afternoon trading after a sluggish morning, with a rally in bonds and internet stocks helping to lift the mood on Wall Street, writes *John Labate in New York*.

The Dow Jones Industrial Average was 16.02 higher at 9,002.50 while the Standard & Poor's 500 index gained 1.43 to 1,140.75. High-tech shares had the best overall gains, sending the Nasdaq composite up 13.93 or 0.7 per cent to 1,882.45.

US Treasuries rallied after a late sell-off in response to the Federal Reserve interest rate cuts announced on Tuesday. By early afternoon, the benchmark long bond had gained 1 at 100%, sending the yield lower to 5.233 per cent.

Cyclical shares were among the best risers in the midday Dow. Minnesota Mining & Manufacturing was 2 1/2% higher at \$81 1/2 and Goodyear Tire & Rubber 1 1/2% at \$55 1/2. Tuesday's cut in the key federal funds and discount rates was anticipated by many in the market. "Everyone was waiting for the rate cut and now that it's out, the market's just drifting, but the internet sector is hotter than ever," said Dan Mathison, head stock trader at D. E. Shaw Securities in New York. "Investors continue to throw money at [internet stocks] regardless of volatility of these stocks or the fundamentals involved."

The American Stock Exchange's internet index was pushed more than 5 per cent higher to 475.31 with many of the leading online companies making

double-digit gains. Netscape Communications surged more than 20 per cent or \$5 1/2 to \$35 1/2, on reports that the company may be forming an alliance with America Online. AOL's shares jumped more than 10 per cent or \$7 1/2 to \$82 1/2 on the speculation.

In the retail sector, Rite Aid climbed 6 per cent to \$48 1/2 after Bear Stearns raised its rating to "buy" and Lehman Brothers raised its target stock price.

Small-cap shares also pushed higher, sending the Russell 2000 index up less than one point at 390.15.

TORONTO edged higher in early afternoon trade, having taken much of the morning session to digest the effects of Tuesday's rate cut in the US and Canada's own reduction early in the session.

The TSE-300 composite index was 30.82 higher at 6,388.40 in trade that picked up to a hefty 60.3m shares.

Nine of the 14 sub-indices opened in negative territory, led by a 1 per cent dip in the metals and minerals index and a near 1 per cent fall in the utilities group.

In the metals group, nickel miner Inco fell 65 cents to C\$18.10 and Noranda was 20 cents lower at C\$24.45.

The gold and precious minerals index bucked the trend, jumping 3.5 per cent early in the session.

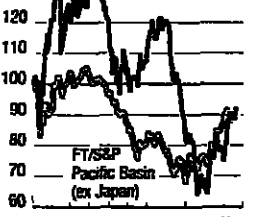
Among the gold miners, Barrick Gold rose C\$2.30 to C\$34.20 and Placer Dome was C\$1.30 higher at C\$25.90.

Among individual stocks, Repap Enterprises was actively traded, changing hands at 9 cents after a number of brokerages crossed large blocks.

renewed optimism about the economic outlook. The Bovespa index climbed 268 to 8,598, taking its cumulative rise over the last three days to 12.9 per cent.

Tele Norte Leste was a big gainer, with its preferred shares climbing R\$1.50 or 10.1 per cent to R\$16.30.

BUENOS AIRES edged down on profit taking, ending a sequence of rises in the run-up to Tuesday's cut in US interest rates. The Merval index fell 0.83 to 476.19.



Source: Datastream/CI

4.8 per cent or Y110 to Y2,175. Nintendo, whose operating profits also dipped in the first six months of the year, saw its share price lose 4.4 per cent or Y500 to Y10,870.

In Osaka, the OSE index was up, rising 243.78 to 15,030.29.

JAKARTA ended sharply higher in spite of continued protests in the city centre by students demonstrating against the security forces, which last week killed several pro-reform campaigners.

The composite index closed up 13.79 or 3.9 per cent at 369.99. Dealers said

Merger talk gives Paris lift

EUROPE

Merger speculation provided some sparkle in PARIS but with the weak Dow providing nothing in the way of support, the CAC 40 index managed a rise of just 10.33 to 3,612.50.

Synthelabo and Sanofi, the country's second and third largest pharmaceuticals groups, were higher on a press report that the two groups would finalise a merger plan next month.

Both companies declined to comment but Synthelabo put on FF32 to FF1,110 and Sanofi FF38 to FF999.

L'Oreal, which owns 56.6 per cent of Synthelabo, closed up FF68 to FF3,182 while Elf Aquitaine, Sanofi's

majority shareholder, was FF26 higher at FF705, also boosted by a report that it had begun negotiations with an eye to acquiring Petrofina, the Belgian oil group.

Bank shares outperformed on vague rumours of industry consolidation. Societe Generale closed FF15 higher at FF745 and Paribas FF6 at FF740.

Shares in Faurecia, the car parts subsidiary of Peugeot Citroen, were suspended limit down for a second straight day, extending Tuesday's 15.7 per cent crash. The shares were subsequently requoted and closed FF94 or 10.5 per cent down at FF800.

The group had been under pressure after issuing its second profits warning of the year on Monday evening.

Euro Disney turned back from a high of FF9 to close 30 centimes weaker at FF8.25 in spite of reporting a 34 per cent rise in net income for 1997/98.

HELSENKI edged ahead as Valmet and Rauma, the engineering groups, continued to benefit from their announcement that they planned to merge. The Hex general index finished up 84.17 or 1.9 per cent at 4,511.9.

Valmet finished FM5 or 8.3 per cent higher at FM65.50, on top of Tuesday's 14.2 per cent rise, while Rauma ended FM4.50 or 6.9 per cent higher at FM70, adding to the previous session's 22.4 per cent surge.

The merger will create one of the world's largest producers of forestry equipment and papermaking machinery with a market capitalisation of FM7bn and sales of FM23bn.

Partek, the construction group, climbed FM2.40 or 5.1 per cent to FM49.90 on spec-

ulation that it might sell its forest machinery unit to the merged Valmet-Rauma entity, or that the whole company might become part of the new group.

FRANKFURT continued on a downward path, as the US rate cut failed to spark a turnaround in sentiment. The Xetra Dax index closed 17.65 lower at 4,700.69.

Banks closed mixed after being early beneficiaries of lower US rates. Commerzbank lost DM1.61 to DM52.25 as investors took profits after recent gains. Dresdner, by contrast, put on 85 pf to DM 61.40.

The car sector was a beneficiary of a relatively strong dollar. BMW put on DM15 to DM1,130, Volkswagen DM1.20 to DM130 and DaimlerChrysler DM1.10 to DM140.

Drugs and chemicals groups were mostly higher, with the exception of Hoechst which extended Tuesday's loss after disappointing third-quarter earnings and its decision not to comment on rumours of a tie-up with France's Rhone-Poulenc. The Hoechst shares lost DM1.80 to DM75.10.

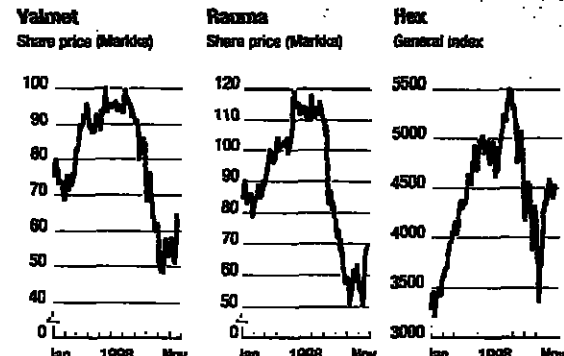
Among utilities, Viag gave up another DM57 to DM1,000, extending Tuesday's loss following confirmation that it was in talks with Alusuisse on co-operation.

Deutsche Telekom lost DM1.19 to DM45.61 on comments by the chief executive that the recently announced tariff cuts would place a large part of its profits at risk. Ron Sommer said that in order to overcome the risk to profits, the company would have to cut costs and recapture market share.

ZURICH put in a confident performance, spurred higher by selective demand in the financial sector. The SMI index closed 61.9 higher at 6,850.9.

UBS put on SF7.50 to SF392.50 in further response to Tuesday's nine-month figures which were in line with expectations.

CS Group was SF2.50 higher at SF206.75 after its



Source: Datastream/CI

chief executive Lukas Muehleemann said that the worst of the world financial markets crisis appeared to be over.

In textiles, Rieter rose SF7.19 to SF755 and Saurer SF7.7 to SF795 as matchmakers eyed the groups as potential merger partners.

AMSTERDAM slipped marginally as it continued a quiet period that some analysts think will last until the introduction of the European single currency at the start of next year.

The AEX index closed 1.73 lower at 1,053.60.

The recent stabilisation in the share price of Saab, the software company, proved short-lived. The stock closed down F14.30 or 16.9 per cent at F121.10 as investors reacted to a broker's downgrade.

The shares had rallied on



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FINANCIAL TIMES SURVEY

THE BUSINESS OF TRAVEL

THURSDAY NOVEMBER 19 1998

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Brakes are put on spending

The chill wind of recession is threatening to blow around all corners of the world, prompting many companies to ask their staff: 'Is your journey really necessary?' **Amon Cohen** reports

Tighten those belts, batten down the hatches - recession may be on its way and corporate travel, as ever, is one of the earliest casualties. Carlson Wagonlit Travel, one of the world's top three business travel agencies, reports that expenditure by clients is 10 per cent down on last year.

Some companies, including Philips, have effectively put a block on all but essential travel until the end of the year. "It is not a total ban, but it is near enough," says Herman Mensink, director of worldwide corporate travel for the Dutch electronics group.

"Our travellers now need three extra levels of approval for their trips, and it is the same with most other Dutch companies. People may think we are over-reacting, but we want to repair the roof before it starts to rain."

Business travellers will therefore find a multitude of restrictions raining down on them as companies shrink budgets over the coming months. Most simply, they will be asked whether they really need to travel in the first place. One measure

being introduced by Philips is persuading just one employee to make a trip when previously three or four colleagues would have travelled together.

Carlson Wagonlit also reports that average ticket prices rose only 1 per cent in September, compared with a year ago. That compares with a year-on-year rise of 7 per cent in the first half of 1998 and 13 per cent in 1997, when the global economy was booming.

There are two main reasons for this deceleration, which could well turn into an actual drop in average prices. One is that business travellers are returning to the economy class cabins they have not seen since the Gulf war recession ended. According to Mike Platt, director of commercial affairs for BTI UK Hogg Robinson, among the first to suffer demotion this time round have been travellers employed in the financial sector.

Much of the pressure to downgrade is being exerted by individual budget-holders, according to American Express's Europe director of air purchasing, Kyle Davis.

"Even if the official policy is business class, managers are telling travellers that if they want to attend that meeting in New York they will have to fly economy," he says. "We are seeing tighter controls being introduced at national and cost-centre levels rather than at a global level."

There is, however, a ray of hope for corporate travellers that they can retain their business class status even as managers trim budgets. Simple laws of supply and demand mean that airlines, which turned up their noses at the idea of giving corporate discounts a couple of years ago are now falling over themselves to negotiate.

"Opportunities for savings are going to be so much bigger now that there will be more empty seats," says Mr Davis. "When the pie starts to shrink they all want a bigger piece of it. Airlines are becoming much more aggressive on routes where they are not strong."

The anticipated surge in corporate deals with airlines will mean that even if they are able to stay at the front of the aircraft, travellers will



be given less latitude in their choice of carrier.

"Earlier in the decade companies went from having no travel policy to creating a recommended policy," says Mr Platt. "Now they are moving from recommending policy to mandating it. Instead of saying 'please will you fly on this airline', they are saying 'you will fly on this airline'."

Prices are also starting to soften in the hotel market.

Since the mid-1990s Hong Kong and London have been two of the most difficult cities in which to find a bed. Rooms are now freely available in Hong Kong - and at reduced prices.

London is also expected to slacken, though from an even stronger position. Occupancy in recent years has approached 90 per cent at top establishments in the UK capital. Hotels may agree to slightly better corporate dis-

counts and there will now be last-minute availability. But do not expect a return to the Gulf war extreme of travellers walking up to the front desk and naming their price.

Negotiating corporate discounts and tightening policy will undoubtedly intensify, but travel managers are also looking to take the war on travel costs to new battlegrounds.

"Cost-consciousness has been with us at least since

the Gulf war and is here to stay," says Andrew Fletcher, chairman of the Business Travel Liaison Group, which represents two dozen of the largest travel purchasers in the UK. "What we are now looking at is making additional savings through process improvement."

In particular, the BTLG has witnessed companies putting more and more of their travel and entertainment expenditure through a corporate payment card, especially by using lodged accounts. A lodged account is a single, notional card which a company places with its travel agent and through which it books all its travel requirements.

"Lodged accounts relieve a company of many transaction costs," says Mr Fletcher. "They also automatically generate expense reports for the traveller."

All the traveller has to do is add expenses not incurred through the card and remove those which were for personal use before despatching their reports electronically for approval. Companies are also finding card data helps them gain a much more accurate idea of their spending patterns, which enables them to negotiate more precisely.

A more heavily hyped transformation of the travel process for which Mr Fletcher has rather more mixed feelings is self-service reservations. Ever since corporations embraced the internet there has been much trumpeting of the potential for travellers to book trips from their desktop PCs, thus eliminating in-house travel staff and reducing transaction fees paid to travel agents.

There were initial fears that without human inter-

vention such systems would enable travellers to circumvent travel policy, but the latest generation of systems have policy controls built in, allowing bookings to be made only if they are with approved carriers and in the appropriate class.

In spite of the apparent appeal of self-service reservations they have been slow to materialise, particularly in Europe. Part of the reason has been the pre-occupation of IT departments with other issues, such as Year 2000 and the single European currency. However, there is also a marked reluctance among travel professionals to embrace the new technology.

"It may produce savings, but I would not get too excited about it," says Mr Fletcher. "There is likely to be some use for simple point-to-point (ie, there and back) reservations, but until we get a system that is demonstrably quicker, easier and cheaper than using the telephone, I think we will be quizzical about it."

His views are echoed by Mr Platt. "The systems are not cheap and they can use up a lot of the traveller's time," he says.

The same scepticism applies to video-conferencing, the much-vaunted nemesis of physical travel. Philips's Mr Mensink is not so sure. "We are heavily promoting video-conferencing, and it is being used, but it is hard to measure whether it is being used as well as, or instead of, business travel," he says.

Business travel may cost corporations dear but can they afford to be without it? This time round, unlike the Gulf war period, companies are likely to find ways to purchase more smartly rather than stop travel.

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PARTNERS APART by Rachael Jolley

When there's a feeling of guilt

The need to juggle work commitments and home life can be stressful for all parties involved

Ray Eglington missed his wife's birthday and his wedding anniversary last year - he was away on business trips for both occasions.

While he, like many others, might try to compensate by arriving home with presents or celebrating early, there is no way of avoiding that pit-of-the-stomach feeling of letting someone down and wishing yourself at home rather than alone in a hotel room with a room service dinner.

"I probably end up spending more money because I feel guilty that I missed things," says Mr Eglington. He thinks the expensive gift and chocolate shops in airport departure lounges profit from business travellers' efforts to make amends with their families by arriving with armfuls of presents.

Mr Eglington, a director at public relations company Charles Barker, has been away from home at least once a week for the last five years, mostly on short-haul trips to Brussels but occasionally on longer business trips to Asia and the US.

"One client insisted that meetings started at 8am, so it was a case of always having to fly out the night before. After the meeting there would be a business dinner and I would eventually get home at 10pm."

"The whole experience becomes pressured. We travelled on Virgin Express to Brussels and there were always delays. It just adds to the time and pressure."

It was the travel policy of his then employer not to allow staff to switch to another airline, and that involved travel to Heathrow from Mr Eglington's Oxfordshire home when Birmingham would have been nearer and easier. It took time to persuade the company to



Loneliness of the road warrior: Some are wondering if a new EU directive on working time will have an impact on their lives

Jennifer Hurley

change the policy.

"More business people travel than five years ago, but few do it as much as I do," says Mr Eglington, who is concerned about the impact of his regular business trips on his ability to help his wife look after their first child.

"When my wife first told me she was pregnant I had just got back from a few days away and she had to wake me up to tell me the news," he says, illustrating the point that even when travellers eventually get home it takes time to recover from the pressures of a trip.

"It makes an impact on your social life - I was away at least part of 12 weekends last year. You can't plan to go away or have friends around."

Now we are going to have

a child I can see it having an even bigger impact. I can see myself missing important moments - like the baby's first word, and that would be awful."

Mr Eglington says many employers still see international travel as a perk when essentially it means working longer hours.

Joan Scales, travel manager at the Irish Times, is sometimes able to take her children with her on trips and then adds on a weekend's holiday. Ms Scales, who has two children, says: "It must have an impact on your family life. You have an awful lot of organising to do before you leave, just getting the home ready, organising school lunches and laundry."

Employers understand that business travel affects their staff's personal lives,

but that does not mean it makes them more likely to be flexible, Ms Scales believes. It is not as though they are going to say: "Oh, it's your husband's birthday; you don't have to go." Ms Scales says: "It's part of your job; if you are a road warrior you have to go."

It is essential that employers recognise that their staff are part of a family and need to keep in touch. "Personal calls home should be paid for by the company. That shouldn't be a problem," says Ms Scales.

Some business men and women are wondering if the EU Working Time Directive will have an impact on the number of hours they spend travelling. "You can end up working an 18-hour day," says one. Another suggests that there could be much more flexibility about com-

ing back to the office the day after a trip.

While frequent-flyer points are seen as one perk of a business traveller's lifestyle, few seem to find the opportunity to spend them. Fitting that weekend away into a busy life, especially if both partners work, is an almost impossible business.

Arranging for a partner to join the trip and stay out for a few days' break also happens infrequently. "We have only managed it once in five years," says Mr Eglington.

Scheduling holidays can also prove a problem. Research by Hyatt Hotels found that arguments between couples often stemmed from senior executives having to work during a holiday. Top executives were more likely than middle or lower managers to have to cut a holiday short

because of work pressures. A quarter of executives interviewed said work interfered with their family trips.

Experts see the regular absence of one parent, due to business travel, changing the relationship between the parents and their children. Psychologist Dr Dorothy Rowe says: "It's very difficult for a family to develop as a group when one of the parents is simply not present. It can lead to a lot of conflicts."

Children can see the returning traveller as "the good guy", coming home loaded with presents, while the parent coping at home has to inflict discipline and sort out day-to-day problems, she says. "The one who is away a lot often doesn't have to do a lot of the domestic chores, like shopping."

THE MILLENNIUM by Roger Bray

Super party or one big headache?

Extravagant plans for celebrating a new year in special style look as if they may be watered down as reality takes a hold

For a while it looked like being the most extravagant corporate bash ever seen. Companies would fly valued distributors and clients to the Pacific to catch the first glimmering of the new millennium as the sun rose over an ocean of champagne. Then reality set in.

It was not just the "millennium bomb" - the Y2K problem - that dampened the early fires of enthusiasm. There were so many other uncertainties, not least the question whether hoteliers and restaurateurs would open at all on the night of January 31 1999. One recent assessment in the UK suggested at least half had yet to make up their minds.

The reason so many are undecided is that they cannot work out the equation between cost and demand. Clearly they will need to offer expensive bonuses if they are to persuade enough employees to work. The manager of one European five-star hotel even considered flying in Middle Eastern staff, for whom the date bears no significance. Entertainers are asking three times their usual fees.

Then there is the issue of insurance. It should be possible to arrange cover for medical treatment arising from accidents in which the "bomb" is a factor, but it will be more difficult to ensure against travel delays or disrupted festivities.

"This was going to be the biggest jamboree ever in the world of corporate entertaining," says Sarah Webster, executive director of the UK's Incentive Travel & Meetings Association. "There were going to be events on the International Date Line, parties celebrating the event in several different places."

"But who wants to spend thousands, maybe millions, of pounds when the lights may go out or the lifts may not work. Besides, we don't even know yet whether there are going to be any aircraft in the sky."

The aviation industry is among the most advanced in heading off potential snags. While reports persist of complacency elsewhere, it has committed enormous amounts of money to ensure that airline operations and those of their many suppliers are not affected by time-sensitive embedded systems. British Airways is spending some £100m for American Airlines and its subsidiary, the Sabre computer reservations system, the bill is US\$200m.

The two leading manufacturers of airliners, Airbus Industrie and Boeing, claim the few items of onboard equipment which are date-sensitive are being "doctored" and that they are not critical to safety in any case. Airbus has made test flights during which the aircraft's clock was allowed to tick over from December 31 1999 to January 1 2000. It says there were "no failures, warnings or problems of any kind".

Safety organisations are running similar checks. The UK Civil Aviation Authority has already tested 18 of its main software systems, including one which supplies an aircraft's call sign, height and destination, so that air traffic controllers have more to go on than just blips on their screens. "They all came through," says a spokesman.

Despite such reassurances, however, some airlines are still undecided about how to organise their schedules, and it seems unlikely many will risk having aircraft in the skies for several hours either side of midnight.

Among those still expressing concern is KLM, whose millennium communications officer, Hugo Baas, says: "We will do everything to ensure normal operations - but there are so many outside influences and we will take all measures necessary for safety, even if we have to ground aircraft on certain routes."

While the Association of British Insurers thinks it likely that members will exclude travel delays, Brian Kirsch, managing director of London-based Applewell Insurance Brokers, is more optimistic. "It depends," he says. "If you satisfy the insurer that the risk is acceptable and can be measured, that you have done everything you can to limit it, and that the limit is to the potential loss, it may be possible to get cover."

"What the insurance industry does not want to do is to take on what we call the moral hazard - people acting differently because they have insurance."

"The cloud of uncertainty is thickened by the big hotel groups, most of which remain remarkably reluctant to discuss likely events at their properties. Neither Hyatt nor Hilton, for example, is yet able to provide any details."

Peter Richardson, partner in Fanfare 2000, which specialises in corporate entertainment, believes companies will steer clear of the celebrations and stage parties to herald the millennium in the new year - probably in summer when open air events are possible.

Even if companies do want to sponsor events on the big night itself, planning will be extremely difficult. "On one hand people have no idea what the demand for entertainment is going to be; on the other, nobody has any idea what things are going to cost," says Mr Richardson.

"If the price of holding events is two, three or even four times the norm, they may not be able to claim it against tax." Besides, companies know this will be a night most people will want to spend with their families."

As an example of the difficulties facing party planners, he cites efforts to book a military band for a London hotel. The hotel's management, he says, may have to wait until midway through 1999 to find out whether the band will be available - or will be needed for some state event.

Many well-heeled private revellers have brushed aside all the millennium uncertainties, however. Luxury cruise line Silverseas reports that customers have been quite happy to stump up \$5,000 deposits to secure cabins on the two ships which it will send across the International Date Line at midnight. The total cost of the trip will be at least \$25,000. And the Grand Suite on one of the vessels, Silver Wind, was booked some time ago by a couple who paid nearly \$120,000 - up front and in full.

FOCUS GROUP by Scheherazade Daneshkhu

Service to remember - or maybe forget

FT readers give their views on business travel. Their discussions show that you cannot please all the people all of the time

Does the perfect business hotel really exist? That was a question, on the face of it a simply enough one asked by a business travel magazine recently.

At a recent focus group held at the London Hyatt Carlton Tower, Financial Times reader volunteers discussed the future of

business travel and the services they liked or disliked. The participants came from a cross-section of businesses, including large corporations such as Chase Manhattan bank to small limited companies.

The volunteers remembered outstanding service. One spoke about the

time he went out running in Boston and returned to his hotel to find a man at the door holding a bottle of mineral water and a basket of towels.

Another said he had been impressed when he was given a fresh T-shirt to change into as he walked out of his Hong Kong

hotel gym after a work-out.

All agreed that having a permanently-staffed technology help desk would be a great service to help with computer problems and the recharging of mobile phones. Most agreed, too, that even if hotels provided a desktop computer, they would still need to take their laptop with them to use at meetings and in airport lounges.

There was also universal acknowledgement that hotel swimming pools and health clubs should extend their opening hours, and irritation over widespread high telephone charges.

But there was no agreement on what constitutes the perfect business hotel - it meant different things to each traveller.

Some said they went out of their way to avoid large chains, preferring intimate hotels with good restaurants; others rated the reliability of the larger chains, particularly in developing countries.

Some wanted a home away from home, while others wanted more of an office away from the office. One said the perfect hotel would provide access to a 24-hour office suite while the room would be solely for relaxation instead of a half-hearted attempt at providing office facilities.

Michael Gray, general-

manager of the Hyatt Carlton Tower, used the example of the evening turn-down service to illustrate the dilemma for hotel managers in gauging what their guests wanted. Some regarded it as an invasion of privacy and an unnecessary disturbance, but if the hotel removed it others interpreted it as a reduction in service levels.

One of the FT forum participants said his wife had been impressed when the maid had laid out the nightclothes, found her book and put that with them.

A notice in the room inviting guests to call if they want a turn-down might seem the perfect compromise - but some guests would regard that as churlish service provision.

More generally, the experienced travellers found business travel a chore unless it was to a new destination, hence the desire for maximum convenience and comfort. They disliked having to fill in passport details when arriving at their hotel and appreciated good frequent flyer lounges - to the extent that they would avoid certain airlines if their lounges were not up to scratch.

Hotel loyalty programmes were regarded as unexciting. "They tend to give you more nights in the same hotel, which doesn't motivate," was one comment - privi-

leges such as room upgrades and late check-out were regarded as more worthwhile. There was enthusiastic support for the idea of hotel points providing non-travel benefits, such as opera or World Cup football tickets.

Airline miles were far more valued for their use in holiday travel, although some airlines were criticised for poor redemption rates. The establishment of a clearing house for swapping unused frequent flyer points would be a welcome development.

Although all agreed that the cost of fully flexible European air tickets was outrageously high, few liked the idea of travelling for business on low-cost carriers. Sacrificing comfort and reliability for cost did not seem worthwhile.

The Internet was seen as useful for checking and gathering information but none felt it was reliable enough yet for booking travel. For that to happen it would have to respond to a booking order with confirmation and reservation details, in much the same way as a telephone booking.

The idea of using the Internet to search for the cheapest deals appealed but only if supplied by an independent business in a reliable, quick and user-friendly way.

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FARES by Amon Cohen

Pay your money, take your choice

Travel organisers may well be attracted by budget offers, but lack of flexibility means they are not always the most suitable

Bridge the World, a travel agency specialising in cheap fares to long-haul destinations, recently offered London-Sydney in business class for £1,805 return. The same route in business class would cost around £4,000 if purchased direct from British Airways.

Apart from sharing the same cities and the same class of travel, however, these two fares have little in common. The BA service flies direct to the southern hemisphere and is fully flexible - it can be altered or cancelled at no charge. Furthermore, BA flies to Sydney two to three times daily in association with Qantas.

The fare that was offered by Bridge the World was what is known as a whole sale, or consolidated, fare. Essentially a sale of distressed inventory, airlines

which know they are not going to fill their cabins offload seats at knock-down prices to travel agents, who sell them on to the public at a mark-up of 5 to 9 per cent.

In this case, the Sydney flight was via Vienna with Austrian carrier Lauda-Air, which operates onward services to Sydney only twice a week. The ticket could be transferred to another Lauda flight but not to another airline.

Such is the dilemma of cheap fares for the corporate traveller. They can halve their travel bill but double the inconvenience of flying. Fully-fledged business travel agencies offer consolidated fares but their inflexibility is one of the main reasons why they only account for 10 per cent of sales at BTI UK Hogg Robinson, even though Hogg

earn its income by cutting

travel budgets for clients. "Flying indirectly is great for the budget holder, but for the traveller it can be hard on the body," says Tom Stone, travel manager for SmithKline Beecham. "When we compare consolidated fares with published fares, we have to factor in the inconvenience."

American Express's European director of air purchasing, Kyle Davis, says: "The value of consolidated fares depends on whether the corporate culture is more geared towards maximising savings or looking after the needs of its employees. It also depends on whether the traveller has the sort of schedule that is liable to last-minute changes."

Mr Davis also points out that restricted fares normally give no frequent-flyer points and sometimes even deny access to business-class lounges. As a further note of caution he urges against using them to develop countries, where it is advisable to keep options open for rapid retreat with other airlines.

Jerry Bridge, managing director of Bridge the World, acknowledges all these limitations but argues that there is a market for consolidated fares. "A lot of business people come to us because we can offer better deals than they receive from their in-house travel agent," he says. "The person who arranges travel in any large company should have the telephone numbers of a couple of consolidators with whom they can compare fares."

However, consolidated fares may not even save a company money in the long run. Most companies which spend £100,000 or more per year on travel have at least one or two deals in place with preferred carriers. To earn its rebate at the end of the year the client has to deliver an agreed minimum volume of business.

Such devices have existed for some time but the company says this one is different because the lid which contains the screen is removable and can stand alone, allowing great flexibility in tight spaces on aircraft, and because it has an apron which fits under the patient's arms, which contains the 12 electrocardiogram contact leads needed to make an accurate assessment when a passenger suffers heart problems.

Raw deal for vegetarians

Conference delegates are becoming increasingly health conscious, a survey suggests. The average proportion requesting vegetarian food has risen to 20 per cent, but a poll of UK conference organisers by London-based meetings specialists Banks Sadler found only 47 per cent of venues provided the right kind of meals, offered with "the right attitude".

Vegetarians, it seems, are often served after their fellow-diners and must sometimes put up with sometimes "insulting" dishes. In one report instance they were simply given the vegetables which accompanied the meat.

Hotels and other caterers may need to sharpen up their act. Almost three-quarters of the organisers thought demand for vegetarian options would increase rapidly.

Dealing with unsavoury passengers

KLM is using actors to simulate ugly incidents involving unruly or violent passengers. Their role will be to demonstrate to cabin and ground staff ways of handling customers who ignore requests to tone down their behaviour. The series of "dealing with aggression" classes will demonstrate methods ranging from a polite refusal to serve any more alcohol to snapping on handcuffs.

The Dutch airline, which carries around 15m passengers a year, reckons to deal with some 100 problem passengers a month. Last year 10 had to be handcuffed. Drink is a prime cause.

New shuttle at LAX

Frits among business travellers continue to suggest that few perceive any substantial benefits from airline alliances, but they do bring some modest advantages.

For example, Air New Zealand, which is due to join the group of carriers known as the Star Alliance in January, has teamed up with Air Canada to launch what they claim is the first free, privately-owned and operated ground shuttle at Los Angeles International airport. The aim is to ease transfers between their flights and those operated by other members of the group. It runs between 10am and 10 pm and connects Terminal 2, where its two operators are based, with Terminal 7, which is used by Lufthansa and United Airlines.

Accor moves into Manhattan

The French Accor group is building a new hotel in Manhattan. Due to open in 2000, the 400-room Sofitel will rub shoulders with the Harvard and New York yacht clubs on 44th Street, between Fifth and Sixth Avenues.

Accor says the facade fronting the first four floors will have a traditional look but above them a 30-storey curved tower of limestone and glass will add another distinctive profile to the skyline. The company promises a touch of Paris, with floor-to-ceiling windows in its brasserie-style restaurant which can be opened onto the street in fine weather. Among the meeting rooms will be one with video conferencing equipment.

Cape price war on horizon

Cape Town hotels could be plunged into a price war as developers plan to open yet more new properties next year. Last year the average amount paid for a room there increased by 10.3 per cent in US dollar terms despite a fall of 7.7 per cent in occupancy, says a report on Africa and the Middle East from hotel industry consultants Pannell Kerr Forster.

More than 2,000 rooms have been added in the past two years, although the full impact of over-supply is not likely to be felt until 1999, when there will be further new openings. The report says that hotels on the Victoria & Alfred Waterfront have done better than those in the city centre. However, it is not clear what effect what effect the recent bombing of Planet Hollywood there will have on neighbouring businesses.

ALLIANCES by Michael Skapinker

Passengers not convinced

Airlines are tumbling into agreements, but questions remain over the benefits being delivered to fare-payers

When Erik Strand, senior vice-president of Scandinavian Airlines System (SAS), told a conference in Stockholm earlier this year that airline alliances helped bring down fares, his audience shouted "No!"

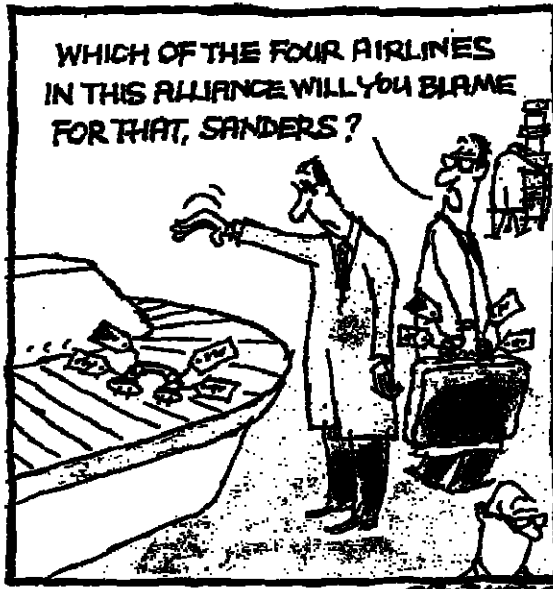
They were in a position to know whether airline alliances bring fares down. His audience of corporate travel buyers included some of Scandinavia's leading purchasers of airline tickets.

Airline alliances provoke strong reactions among those who make business travel decisions. Some business travellers are prepared to concede that airline alliances make travel easier. This is because companies can use a single alliance to arrange travel to a wide range of destinations. Others say the alliances are too new and disorganised to do even that. And most corporate travel buyers appear to believe airline alliances make flying more expensive.

One of the difficulties is that airline alliances are relatively new. Their membership is still unsettled, and they have yet to achieve the efficiencies they promise. There appear to be four large airline alliances in the making. The longest established is between KLM of the Netherlands and Northwest Airlines of the US. Although the two airlines have been through some rocky times, when legal disputes threatened to break up their partnership, their alliance has endured.

Gordon Bethune, chairman of Continental Airlines of the US, believes the KLM-Northwest link-up could form the basis of an even bigger alliance, which could be called Wings. This could include KLM, Northwest, Continental, Air France, Alitalia and Virgin Atlantic. Northwest has already announced plans to buy a 14 per cent stake in Continental, although this has yet to receive approval from the US Department of Justice.

A better established airline grouping is the Star Alliance. This is made up of six airlines - United Airlines of the US, Lufthansa of Germany, SAS, Air Canada, Thai Airlines and Varig of Brazil - but could become bigger still. All Nippon Airways has said it intends to become a member, as do Air New Zealand and Ansett of



Australia. Singapore Airlines has partnership agreements with both Lufthansa and SAS, although it is not yet clear that it will join the Star Alliance. Jan Steenberg, SAS's chief executive, says 10 members would be the optimal size for the Star Alliance.

The Star Alliance's largest challenger is Oneworld, a five-airline grouping launched earlier this year. Led by British Airways and American Airlines, Oneworld also includes Canadian Airlines, Qantas of Australia and Cathay Pacific, the Hong Kong-based carrier.

BA and American have wide-ranging plans for a close alliance, which would include setting fares jointly,

co-ordinating flights and sharing revenues. However, the airlines have said they are prepared to wait several years for the regulatory approval for such an alliance, and will concentrate on developing Oneworld in the meantime.

The partners could code share, which means they would sell seats on each other's flights. Future members of Oneworld could be Iberia of Spain, in which BA and American are buying minority stakes, and Japan Airlines.

The fourth alliance is between Delta Airlines, Swissair, Austrian Airlines and Sabena of Belgium.

All the alliances say they established themselves in response to customer demand. Companies want to be able to fly their staff anywhere in the world and few airlines provide the sort of global coverage demanded. Being part of an alliance means that if one airline does not offer flights to a particular destination, one of its partners will. Airline partnerships such as the Star Alliance and Oneworld have included airlines from the Americas, Asia and Europe.

The alliance partners say they can offer the convenience of ensuring luggage is checked through to a final destination, even when passengers are changing flights several times. The airline partners offer passengers the use of one another's airport lounges. They try, where possible, to use the same airport terminal, with check-in desks close to each other.

BA and American want to make the planned fifth terminal at London's Heathrow airport their joint base. Alliance members also pool frequent flyer points so that travelling with one partner means collecting miles on all the others.

So why the complaints from some travellers and corporate travel buyers? The first reason is that it is taking time for the alliances to put the promised structures in place. They are made up of airlines from different countries and cultures and co-operation does not always come easily. Oneworld hopes its alliance will run more smoothly than some of the others because its founding members are from English-speaking countries or countries with a strong Anglo-Saxon tradition.

The second reason some travellers are complaining is because some of the alliances gave them to understand that they would bring fares down. This does not seem to be happening, and Mr Bethune of Continental believes alliances should not be promising lower fares.

"I don't think we ought to go around saying we'd like to lower prices," Mr Bethune says. The alliances provide a better service by making flight connections easier. "You get extra value. That non-stop service is worth something. You can earn frequent flyer points."

So passengers should be prepared to pay extra for that? "Sure," says Mr Bethune. "What's free in life? Your mother's love? You've got to earn that, too."

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Getting to and from an airport can be a tricky exercise in many countries, even where new infrastructure has been provided. FT correspondents look at the options for travellers to three cities

HONG KONG by Louise Lucas

Efficiency, at a price

Before the cargo fiasco erupted on the scene, the biggest gripe about Hong Kong's new international airport was its destination - 44 kilometres from downtown Hong Kong on Lantau Island.

Five months on, these complaints are seldom heard. Passengers who opt for buses or taxis to Chek Lap Kok face a journey time in excess of one hour, more than twice the time required to reach the old airport on the Kowloon peninsula, but by train the time is barely changed.

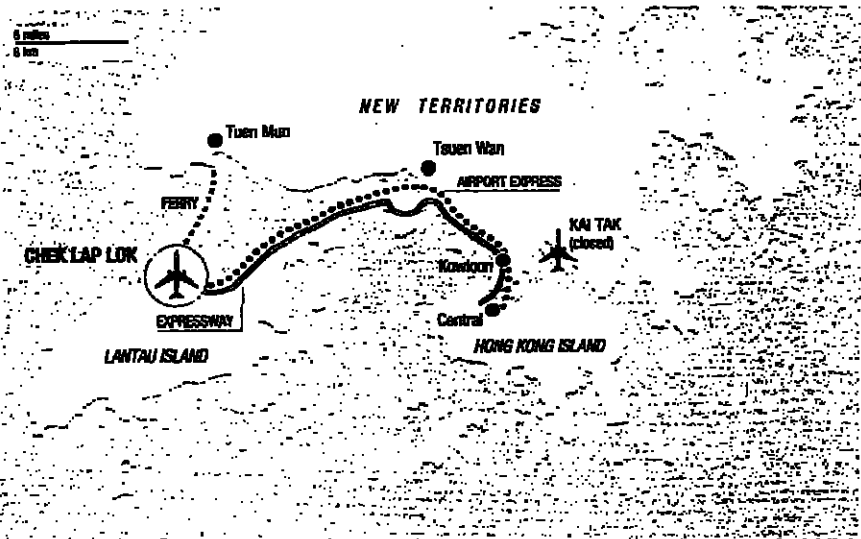
Bus fares range from HK\$14 to HK\$45, dropping to HK\$5 to HK\$35 for overnight services. Taxis, which previously gave change from HK\$100, now clock in at around \$350 to Central or HK\$255 to Tsim Sha Tsui in Kowloon. Limousines cost marginally more.

Cheaper, and infinitely faster, is the railway, a new train run by the Mass Transit Railway Corporation which takes 23 minutes from Central. Trains leave every 15 minutes.

Surprisingly, a recent survey carried out by the Hong Kong Tourist Association showed that just under one-third of all departing respondents used the railway which was, nonetheless, the most popular means of travel.

The main Central station looks more like an airport departure hall and, conveniently, luggage can be checked in here before heading off to the airport. (The same does not apply when arriving in Hong Kong.)

Staff, colour-coded in red, are on hand at all points to offer help, including lifting bags on to the train. There



Hong Kong (Chek Lap Kok)
Airport Express: Limited-stop trains between airport and Central take 23 minutes, running between 6am and 1am.
Buses: Various services, day and night, typically taking 70 minutes between the airport and Hong Kong.
Taxis: All types of cabs (urban, New Territories, Lantau) serve the airport, but see story.
High-speed ferry: Service to Tuen Mun takes ten minutes and runs at 20-30 minute intervals between 6am and 10pm.

Useful numbers
Citybus: 2873 8618
Long Win: 2745 4456 & 2796 6036
New Lantau Bus: 2391 9948
MTR Corporation: 2881 8888
Airport Ferry Services: 2887 7351
Airport: 2181 8888 (Chinese)
2181 0000 (English)

are no stairs to negotiate and for extra safety an automatic opening glass panel screens off the rails until the train arrives and comes to a safe standstill.

It is early days, but the railway is generally uncrowded, clean and easy to use. There are even (rather monotonous) information videos running on small screens embedded in the backs of seats.

The fare is HK\$100, or HK\$150 for same-day return. A promotional rate of HK\$70 ends on December 31. Children's fares are clearly flexible - a three-year-old was charged a child's fare on the

way out, but the return journey was gratis. Theoretically, they are eligible to pay HK\$50 from age three.

One advantage of the elongated airport-to-downtown journey is that the hoards of relatives, friends and onlookers that crowded Kai Tak's arrival hall are reduced to a sprinkling of diehards. This, combined with the swollen ranks of immigration and check-in counters, means that passage from airport to train is usually swift.

The railway can drop passengers off in both Tsim Sha Tsui and Central, among other stops. From there,

taxis are available along with hotel shuttle buses. In Central some of the main hotels are just a 10-minute walk away, assuming light luggage.

As with most Asian cities, traffic is a perennial problem in Hong Kong and it is best to leave extra time if using taxis or limousines. When leaving Hong Kong airport, choose a taxi according to colour.

Green cabs only serve the New Territories, blue are restricted to Lantau (including airport areas) and red taxis cover the entire urban area but not non-airport parts of Lantau.

NEW YORK by Richard Tomkins

Some tricky connections

New York's airports are some of the worst connected of any large city in the developed world, and the bad news is that things are not about to get much better.

Of the three main airports - John F. Kennedy International, LaGuardia and Newark - none has a direct rail or subway link with Manhattan, so congested roads provide the main means of access.

Planners have recognised the need for a rail line to JFK, the city's main airport, for decades but scheme after scheme has failed because no one has been prepared to face up to the cost.

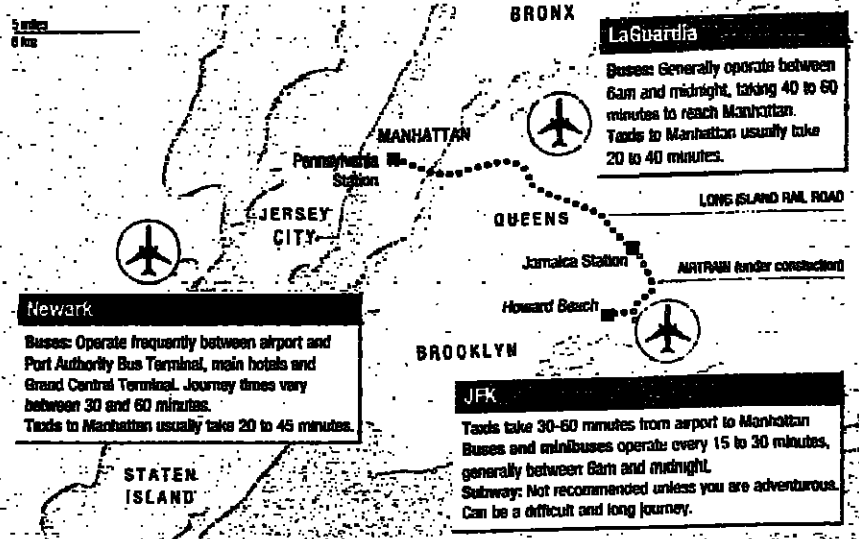
A few weeks ago, amid much fanfare, construction started on a \$1.5bn scheme called Airtrain, which will provide a light rail link with JFK.

"The sleek, futuristic train system will whisk travellers quickly and dependably to and from the epicentre of world travel," crowed the Port Authority of New York and New Jersey, the public sector body that runs the city's three airports.

But, in truth, Airtrain must rank among the most pointless public transport schemes in recent years, providing little benefit to the travelling public despite its large cost.

Rather than connecting JFK airport with Manhattan, where most travellers want to go, Airtrain will call at six stops in the airport and a car rental lot before terminating at Jamaica Station, a sprawling railway junction in a remote area of Queens.

At Jamaica, passengers will have to pick up their bags and transfer to the Long Island Rail Road, a



Useful numbers
General Information: (212) 961-4000
Olympic Airport Express: (212) 964-8223
Gray Line shuttle minibuses: (212) 315-3006
New Jersey Transit: (201) 762-5100
New York Helicopter: (800) 645-3494
General Information: (718) 533-3400
Parking Information: (718) 533-3840
Ground Transit: (800) 247-7433
Carry Bag Service: (718) 706-9658
Gray Line shuttle minibuses: (800) 451-0455
New York Helicopter: (800) 645-3494
Delta Water Shuttle: (800) 543-7778

suburban railway system, hoping to find a seat on the busy commuter trains running into Manhattan's Penn Station. Once there, they will have to change to another means of transport to reach their final destination.

Airline passengers are highly resistant to changing modes of transport because they tend to be laden with baggage, so it is hard to see what benefits Airtrain will bring to anyone other than airport workers, who are expected to be among the main users.

Another rail system is planned for Newark, in this

case an extension of the monorail already linking the airport's three terminals, taking it to the main railway station in the nearby city of Newark.

Newark station is served by trains running into Manhattan. But, again, it is a dismal, crowded place serving mainly commuters, and airline travellers seem unlikely to consider the journey an acceptable substitute for a direct link.

With no rail lines to any of the three terminals, how do most travellers reach them? People on a tight budget use express buses which link the airports with Manhattan's

Grand Central Station or Port Authority Bus Terminal. A one-way ticket costs \$7 to Newark, \$9 to LaGuardia and \$13 to JFK.

For people in a hurry a helicopter service links JFK's terminal 3 with the East 34th Street Heliport in Manhattan and is reasonably priced at \$70 to \$75. The journey takes 10 minutes.

Otherwise, most people take their chance with the traffic and use a taxi. The cost is fixed at \$60 from JFK to any point in Manhattan, plus tolls and an obligatory \$5 tip. The cost is a little more from Newark and a little less from LaGuardia.

LONDON by Michael Skapinker

Shame about the terminus

For years travellers to and from London's Heathrow airport have had a choice - fume in a taxi as it crawls through the city's jammed streets, or sit sullenly in an Underground train as it crawls through interminable suburban stations.

The prospect of taking the Tube was made even less enticing by the national disgrace which is the shabby London Underground ticket hall serving three of Heathrow's terminals.

This year BAA, which owns Heathrow, has added a third option, which is a great improvement on both the taxi and the Tube. The Heathrow Express rail service is a fast, 15-minute journey into town on specially-built modern trains.

BAA spent \$450m on the Heathrow Express as part of its promise to reduce the volume of road traffic to and from the airport.

The service, which runs four times an hour, starts from its own station at Heathrow. The station's clean, slightly austere design is a vast improvement on the Tube.

The interiors of the trains are luxurious and are certainly far more comfortable than the aircraft passengers have either just got off or are about to board. The seats are comfortable, there are large luggage racks and television sets in each carriage show BBC news broadcasts.

The journey is not cheap - £10 for a one-way ticket, although BAA is now begin-

Heathrow
Heathrow Express is a non-stop rail link between the airport and Paddington. Trains run every 15 minutes and take 15 minutes for the journey to terminals 1, 2, 3, and another five minutes to terminal 4. London Underground: The Piccadilly Line serves all terminals. Services run every five minutes at peak times; nine minutes at off-peak and weekends. Airport to central London takes 60-60 minutes. Airbuses Limited-stop coach services run from all terminals via West End hotels to central London. Services run half-hourly and take about 60 minutes. Coaches: There are also frequent links with Gatwick, Stansted and Luton airports. Taxis: London black cabs are licensed and regulated. Tied ranks outside all terminals. Best to allow an hour to central London.

General information: 0181 759 4321
Heathrow Travel: 0980 747777
Heathrow Express: 0945 800 1515
London Underground: 0171 222 1234
Airbus: 0181 400 6655

Timetables:
Terminal 1: 0181 745 7484
Terminal 2: 0181 745 5408
Terminal 3: 0181 745 4655
Terminal 4: 0181 745 7302

Greater London
Stansted
Coaches link the airport with central London and many UK towns and cities. London services run roughly every hour and take about 100 minutes. Central Trains: Operate to various towns and cities. Taxis: Operate 24 hours and take about an hour into central London. General information: 01273 680600

Gatwick
Coaches link with central London and other London airports. Journeys to London can take about an hour. Trains: Various services from the airport go to central London, taking 30 to 40 minutes. Taxis: Available at both North and South terminals. General information: 01293 535363
Bus and coach travel line: 0980 747777
Gatwick Express rail: 0980 301530
National and regional rail: 0171 928 5100
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PASSENGER COMFORTS by Roger Bray

Soon you may be sleeping in comfort

Airlines and aircraft manufacturers are increasingly aware that travellers require a greater degree of pampering on board

A comfortable flight, for millions of regular travellers, is a contradiction in terms.

Even those lucky enough to enjoy the extra leg and elbow room of first and business class must endure noisy cabins and fractured sleep, while, for the less fortunate, spending 10 hours in a crowded cabin, with a neighbour whose head lolls onto your shoulder when he sleeps, can seem like purgatory.

Take heart. Airlines and aircraft manufacturers are striving ceaselessly to ease the pain. Current or planned improvements include beds on long-haul journeys, seat design borrowed from the world of motor racing, partitions to allow passengers greater privacy, noise cancellation technology to ensure a quieter night's rest – and an amenity kit containing "Sleep Enhancer Spray" to help you nod off.

On the newest jets, refinements in economy cabins, where 46 per cent of long-haul business travellers fly, refinements previously limited to business class are beginning to compensate for lack of leg room.

It may not always seem that way, but the industry is acutely aware that it cannot take the tolerance of its customers for granted.

Research shows that high-fare business passengers on short flights are prepared to put up with cramped conditions, and that, as a factor determining choice of carrier, seat comfort comes some way below convenient schedules, competitive fares and even the airline's reputation for service. But they are also the most likely to abandon flying in favour of video-conferencing. The greater the distance, it seems, the more executives prefer face to face meetings, though there is no guarantee that it will always be so.

For long-haul travellers, physical discomfort is the greatest deterrent. It bothers them more than the risk of

losing their luggage, suffering jet lag, or being "bumped off" an overbooked flight.

The need to improve comfort has intensified with the imminent advent of ultra-long-range jets, capable of flying non-stop for up to 15 hours, for example, and with the promise of very large aircraft, carrying more than 550 passengers in a standard, class layout.

Airbus Industrie is already offering to fit beds beneath the passenger cabins of its long-range A340s, and is asking potential customers what kind of innovations they would like to see aboard the very large A3XX, which should enter airline service in 2004.

The manufacturer is also studying ways of providing passengers with more seclusion, something British Airways has done already by installing partitions to cocoon first class passengers.

As part of its recently-unveiled business class revamp, Singapore Airlines is fitting retractable partitions at head level between its seats. Lufthansa, in contrast, believes its high-fare payers would rather talk to their fellow-travellers.

Lars Krwipin, its director of cabin interiors and in-flight entertainment, says that when the airline conducted a survey among top level members of its frequent flyer scheme "they said they did not want to sit in isolation because flying is not just business but offers the chance of meeting another very successful person who inspires them".

This has not deterred Lufthansa from providing noise cancellation headphones in first class, however. United Airlines has also begun installing them in first and business class. Passengers select an audio channel which blocks out ambient noise. The system picks up low-frequency background sound on two microphones in the headphones. The unwanted sound is then fed

to an electronic controller, where an "anti-noise wave" is generated. This is combined with the original noise in order to cancel it.

Alternative technology avoids the need even to wear headphones. UK-based Ultra Electronics Holding produces a system which is integrated into a seat. It already supplies such technology for turboprop business aircraft and regional airliners, and is developing one aimed at larger jets, which it hopes to be able to sell for under \$1,000 per seat.

What passengers want above all is greater seat comfort. Allison Maxwell, brand manager for British Airways business class, Club World, claims passengers have given the airline's new "cradle seat" a huge vote of approval.

"Previously, airlines thought only in terms of dimensions – how wide and how much leg room," says Ms Maxwell. "The new seat was ergonomically designed so that when you recline your seat it lifts the legs up, rather than putting extra pressure on the base of your spine. Now we are looking at new head-rests which would provide more support for a reclining passenger and new seat foams sculpted by a chiropractor."

BA has just announced it is to install "ergonomic seats" with more leg room in economy, too. Swissair has already extended the principle to the back cabin. Economy class seats on its new Airbus A330s adjust automatically to support the passenger's back when reclined. They also have adjustable head-rests.

Economy passengers may also benefit from motor racing expertise. Reynard Motor Sports, successful designers of Indy cars and the company behind the new Formula One team British American Racing, has set up an aviation arm which is developing a new lightweight sleeper seat for Virgin Atlantic's Upper Class passengers.

Upper Class offers broadly the same leg room as the new wave of hybrid business-first cabins. That is still



First class comfort and entertainment in a Gulf Air Airbus A340 (above) and (below) a mock-up of an A340 sleeping compartment option

not enough to accommodate beds which recline flat, however, which have been limited to first class. Just how Reynard Aviation has surmounted this problem remains secret, but John Sanders, business development director, says its seat will turn into a bed without encroaching on the space of the passenger behind.

The company also envisages launching an economy seat which would be less bulky and would allow the passenger more space.

Touches of extra comfort do not always demand ripping out interiors and starting again, however. KLM has introduced business class reading lights which passengers can manoeuvre into the optimum position. Lufthansa has come up with drinks holders and small cocktail tables to allow customers more room until the main meal is served.

First class passengers with British Airways now find "Sleep Enhancer Spray" in their amenity kits, and the airline has been toying with the idea of going a stage further – offering premium fare passengers teddy bears scented with lavender which, says Ms Maxwell, would have the same soporific effect. Just how hardened business passengers would react to this is unclear.



Seminars a highlight of travel exhibition

A number of hot topics are being included in seminars and master classes at the Business Travel 99 exhibition to be held in London in February.

A total of 21 sessions are planned for the seminar programme. New ones include "A buyer's guide to airline alliances"; "The impact of the euro on business travel"; "Millennium bug – the facts"; and "Is air travel a commodity?"

Technology, which is playing an increasingly influential part in business travel, will also be covered. Seminars will investigate the benefits of self-booking and the effects of new software on travel management.

A series of master classes has been organised for senior secretaries. These will include travel booking, as well as a beginner's guide to arranging travel.

The exhibition, the fifth to be organised for business travel managers, buyers and arrangers, will take place at The Business Design Centre at Silington Green, north London, between February 9 and 11. The Financial Times is a co-arranger.

Among the 150 exhibitors from the airline, hotel, car rental, rail, ferry and business management sectors expected to attend are American Express, British Airways, British Midland, BTT UK Hogg Robinson, ITT Sheraton, Marriott, Rosenbluth International, Alitalia, Avis, Cathay Pacific, Hertz and Sabre Europe.

Alastair Spurr, exhibition director, says: "With the advent of the euro there will be clearer pricing transparency across member-states. European countries will be even more determined to achieve better economies of scale."

"For their third-largest controllable expenditure – business travel – the solution lies in negotiating pan-European travel deals."

The Business Travel 99 telephone hotline is +44 (0)181 710 2185.



PROFILE
SAS

Scandinavians wake up to a bright new image

Redesign is seen as a commitment to customer service

Why do airlines bother to redesign their aircraft? The cost is enormous and controversy usually ensues. British Airways is still attracting criticism for a new livery which it introduced over a year ago.

The reason, airlines say, is that a new livery is part of a greater change and a way for the company to dedicate itself to new goals. In BA's case, its new tailfin designs by artists from around the world, were a way of saying it was no longer just a British company. Two-thirds of its passengers come from outside the UK, and BA wanted to demonstrate that it had become an airline of the world.

BA says most of the criticism of its redesign has come from older passengers in the UK, who objected to the dropping of the section of the Union Flag which used to appear on the tails. Foreign customers are enthusiastic.

A second European carrier to change its livery in recent months was Scandinavian Airlines System. Once again, says Jan Stenberg, its chief executive, this was part of a wider change. "I think it has

to go hand in hand with a new approach in the company. If you present it as something new and nothing changes the passenger soon perceives there is nothing behind it except a new colour."

Unlike BA, SAS is not trying to present itself as a world airline. About two-thirds of SAS passengers are Scandinavian. Its new livery, an off-white fuselage and bright red engines, is intended to be determinedly Scandinavian. "This is an SAS for the 21st century. It's the greatest change in the past 15 years," Mr Stenberg says.

But the airline's mission remains unchanged. "It is to provide Scandinavians with easy access to the world and make Scandinavia accessible to the world," he says.

Then why make the change at all? "SAS was getting tired," Mr Stenberg says. Under Jan Carlzon, chief executive from 1981 until 1993, SAS experienced a revival. But the airline then went through a difficult period. A plan to merge with KLM of the Netherlands,

Swissair and Austrian Airlines – the Alcazar project – collapsed.

Mr Stenberg, who joined SAS from Ericsson, the Swedish telecommunications group, in 1994, says: "Jan Carlzon did a tremendous amount at the company at that time. But there was not a natural continuation of that. There was the mistaken strategic programme of Alcazar. People were told it was necessary for the survival of the company. When it didn't happen, people said: 'So what are we going to do now?' They were disorientated and tired."

The redesign was part of a renewed commitment to customer service and to a fulfilled workforce. The last few years have seen substantial change in the airline industry, Mr Stenberg says. The industry in Europe has been deregulated.

Low-cost airlines are taking business away from established carriers. "Flying today is not a luxury, it's part of everyday life. To stay on top, we have to win our customers back every day." The airline began to renew its fleet, ordering 55 Boeing

737s with options on a further 40. Eight of the new aircraft will enter service this year, with deliveries to be completed in the summer of 2002.

Starting in 1996, SAS began intensive research, not only into what its passengers wanted but how they behaved. "These were anthropological studies," says Jan Olson, SAS's vice-president for products and services. To find out what its customers wanted, SAS carried out extensive market research. The airline also video-taped its customers.

"We video-taped them in arrivals, at check-in and on-board. We informed customers on a particular flight we would be studying them. We collected 1,500 hours of videotape." SAS calls the tapes "probably the most comprehensive database of customer observations ever compiled in the airline industry".

And what did the tapes reveal? "That we weren't making the journey very easy for our customers," Mr Olson says. The airline made several changes in the way it handled passengers to make their journeys easier.

For example, business class passengers are now given access to a café at the departure gate before boarding short-haul flights. They can either eat food, fruit and beverages there, or they can pack a paper bag to take on the flight. Questions to customers about what bothered them about traditional aircraft led to a decision to put windows in the toilets, providing a view out of the aircraft.

Mr Stenberg also wants to

see continued improvements in customer service, which, he said, had slipped some years back. SAS wants to use its new livery to indicate a fresh start, relying on what are seen as Scandinavian virtues.

What are those virtues? "We want to look elegant, but maybe a little less formal than we have been. That's a trend in society as a whole," Mr Olson says.

Mr Olson says SAS also wants regular passengers to see changes in the aircraft during the year. It will change the dividers that separate different sections of the aircraft twice a year, with dark colours in the winter and light colours in the summer.

Other improvements introduced in the aircraft are a holder for spectacles in the seat pocket of the aircraft. The airline's new Boeing 737-600 aircraft will have power points for passengers to plug in their personal computers.

Mr Olson says these features were introduced not only because customers asked for them, but because the videos showed that they wanted greater control of their environment. When watching the videos, SAS researchers noticed that when passengers boarded the aircraft they marked out an office-type space for themselves. "The customers started to cocoon themselves. They put their briefcases down, they put their coats down, as if to say: 'Leave me this space.' You don't get this kind of information from focus groups."

Michael Skapinker

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AIR NEW ZEALAND

مكتبة الأمل

MEASURING ENVIRONMENTAL EFFICIENCIES by Sarah Murray

How green is your wallet?

Plenty of initiatives have been launched by the hotel industry. But for those paying for the rooms, assessment is not always easy

As hotel guests struggle into the thick white towels in their bathrooms, they may be comforted to read the sign telling them that, by choosing not to have the towel washed every day, they can help reduce use of chemicals that harm the environment. They might not be so happy to find out that when the resort was constructed a couple of hundred locals were forced to move out of their homes to make way for the building.

Plenty of hotels are busy cutting down on energy bills and recycling rubbish, but with a plethora of individual programmes in operation – many of them run and monitored by the hotels themselves – it is hard for those outside the industry to measure what exactly is being achieved and how far environmental action is being taken.

The evolution of the green movement has been on the basis of voluntary initiatives generated by groups in the industry that are aware of the problems," says Richard Dickenson, vice-president policy and communications at the World Travel and Tourism Council (WTTTC). "And these have been rather sporadic."

What makes it even more confusing is the fact that a hotel is a consumer on a vast scale, using hundreds of businesses in dozens of sectors, from carpet manufacturers to detergent suppliers. Measuring how damaging their various products are is almost impossible.

For those within the industry, it is becoming easier to make sure the right thing is being done. Serena Hotels, which operates properties in Tanzania, Kenya and Pakistan, used independent assessors to

make environmental impact assessments before embarking on the construction of its tourist lodges. "We also used designs which we believe are natural and blend into the environment," says Tieg Beresford, managing director of Serena Tourism Promotion Services.

The International Hotels Environment Initiative's manuals provide hoteliers with check-lists of how to manage every aspect of a hotel's operations in an environmentally sound manner. The IHEI is now producing a list of questions buyers can ask their suppliers and is even embarking on a guide for hotel siting and design.

But for travel agents and business travel managers who want to make responsible decisions when booking hotel rooms for their clients or executives, few independently monitored rules or standards exist that are widely recognised.

Government regulations are generally a poor measure since, in countries where economic development takes precedence over preserving the environment, they are frequently overridden or can be ignored by those prepared to grease the palm of the planning officer responsible for enforcing them.

One example is Hanoi, the Vietnamese capital, which has perhaps the best collection of French colonial architecture anywhere. In spite of government rules limiting the height of buildings in the centre of the city, high-rise hotels have sprung up over the past two years, destroying its historic skyline.

In any case, says Patricia Barnett, director of Tourism Concern, "it is not usually a requirement of planning laws that social and environmental impact assessments be carried out".



Regulations fail: a historic street is ruined by a new privately-run mini-hotel in Hanoi. Sarah Murray

The International Standards Organisation, which is responsible for standards of all types, has ISO 14000, an environmental management standard, but this is not industry-specific.

One bright spot in the confusing game of assessing the green values of a hotel is a scheme being launched by Green Globe. The organisation, the environmental arm of the WTTTC, hands out what Dick Sisman, managing director of Green Globe, calls its "carrot of inducement" – a range of hotel awards for environmental good behaviour.

Green Globe is adding to this a certification system called the Green Globe Standard, based on Agenda 21 – the strategy launched in 1992 at the Rio de Janeiro Earth Summit. The standard measures hotels' performance in areas such as energy efficiency, waste management and water disposal.

What distinguishes this programme from others is that certification is to be monitored by the SGS Group, the Geneva-based inspection and verification group. The first dozen certificates will be handed out at this month's World Travel Market in London.

While national schemes exist, such as Green Key in Denmark and Blue Angel in Germany, the Green Globe Standard is the first

real attempt at a global measure of environmental action across the hotel industry.

Part of the reason such a standard has not emerged sooner may lie in the varying interest of consumers around the world. "The Germans and the Dutch tend to be more aware," says the WTTTC's Mr Dickenson. "But the UK leisure industry is extremely price conscious. If consumers have to pay more for a hotel that's environmentally friendly they may go elsewhere."

Norman Gage, business travel development manager at the UK's National Association of Independent Travel Agents, says he has never heard of the Green Globe Award, which has been oper-

ating for about four years, and has had no requests from his members for any green standard for the hotel rooms they sell.

Nevertheless, travel departments in multinational companies are starting to look for hotels that match their own environmental philosophies. Failing to find a satisfactory measure elsewhere, the Institute of Business Travel approached Tourism Concern, with whom it has created an environmental code of practice for travel buyers.

Since business travellers take up a huge chunk of the world's hotel rooms, growing corporate interest in finding ways of measuring environmental effectiveness may well prove a catalyst for change.

THE GREEN AGENDA by Elizabeth Robinson

Gains expected to outweigh costs

UN conference will scrutinise areas such as hotels' design as well as their recycling and purchasing policies

The hotel industry is moving up a gear on environmental action. This year's World Travel Market will have a day set aside for talks and debates on the subject, organised by the World Travel and Tourism Council, the London-based group of industry chief executives, and next April the issue of tourism and the environment will be addressed at a UN conference in New York.

The conference will review the climate agenda set out at the Rio Earth Summit in 1992, focusing in particular on tourism. The result will be a UN paper, declaration and action programmes.

Until recently the idea of environmentally-friendly travel was limited to small-scale eco-tours and piecemeal actions, but now the industry is setting out guidelines and standards on sustainable development. These can range from information about the cost-savings to be achieved from using renewable products to larger issues such as the conservation of scarce resources.

The WTTTC, together with the World Tourism Organisation and the Earth Council, have set out an agenda to integrate and co-ordinate travel and tourism policies between governments and operators. Meanwhile, the International Hotels Environment Initiative (IHEI), which was set up five years ago by 12 of the leading hotel chains, helps to pro-

vide environmental management across the industry and supports Green Globe, a WTTTC certification programme.

Geoffrey Lipman, WTTTC president, is optimistic about the desire within the industry to address environmental concerns. He says that the widespread growing awareness of green issues will filter through to travel and hotels. Already other industries are having to react by, for example, cutting harmful emissions.

"We will have to do all the things that mainstream industry is doing, says Mr Lipman, who cites the design of hotels and their recycling and purchasing policies as areas that will come under scrutiny.

The WTTTC argues that the business traveller is key to the acceleration of the environmental agenda, but travelling executives will themselves benefit in the long run through reduced costs.

The business segment is important for the environmental agenda because the business traveller tends to spend more, with the spend spread throughout the whole season. Around one-fifth of tourism is business-related.

The large hotels are taking the lead on environmental management. Here the Green Globe certificate can give them a marketing tool. "The 'savvy' hotel company is going to want to build buildings and operations in

such a way it can say 'We are a leading-edge environmental organisation'," says Mr Lipman. He admits that initial changes in policy might raise costs but says that the long-term gains will outweigh these. "Many of these initiatives are designed to reduce, reuse and recycle. All these words mean lower costs."

The WTTTC believes the consumer will increasingly care about such issues, and this will accelerate when the agenda starts to drive down costs. However, Starwood Hotels, the US operator of brands such as Sheraton and Westin and which was a founding member of the IHEI, is still experiencing varied demand.

Marriott is one group that feels it is a matter for each hotel's local management, and leaves its environmental programme optional.

The WTTTC is launching an environmental education programme at this year's WTM aimed at the travel agents who do the bookings, but there is as yet no co-ordinated campaign aimed at corporate travel departments.

The WTTTC believes that the impetus driving the environmental agenda means it is imperative that tourism keeps its own house in order or eventually it will have to submit to regulation. Actions taken now it says, are not a cost but an investment.



PROFILE
INTL HOTELS ENVIRONMENT INITIATIVE

Target is to raise level of awareness in the industry

"Turn all lights out; switch television off; close windows." They seem simple enough instructions. But they are just part of an extensive check list of environmental measures designed to help a hotel achieve everything from energy savings to ensuring the building is free of asbestos.

The organisation behind what it calls its "Environmental Action Pack" is the International Hotels Environment Initiative, a network of hotel executives backed by the UK's Prince of Wales Business Leaders Forum. It was set up in 1992 to raise the industry's awareness of the need to be environmentally responsible.

Early on, the 10-member companies backing the IHEI set their sights on producing and publishing an environmental manual for the industry.

"The larger companies have technical services departments so we had the in-house capacity to provide that kind of investigation and documentation," says Bill Webster, vice-president of technical services at Inter-Continental Hotels and chairman of the IHEI's working committee.

Twelve months after it was established, the IHEI produced its Environmental Management Manual for Hotels, a weighty volume telling hoteliers how to set up and operate green practices throughout their properties. The manual stresses the cost savings to be gained through such practices.

"The original intention was to produce that document and then fold up the IHEI," says Mr Webster. "But other ideas were forthcoming and a lot of interest was shown so we kept it on."

The manual, however, had

its critics among smaller hotels which were keen to clean up their operations but were put off by the complexity and cost – the manual sells for £100 – of this hefty tome. "They wanted more simple, practical tools," says Karen Fletcher, director of the IHEI.

The group responded by producing the action pack, a 64-page document containing simple checklists – to be ticked off by managers and staff – covering areas such as water usage, energy, solid waste, effluent and emissions.

Designed so that it can easily be photocopied, the document provides tips such as: "ensure full laundry/dishwasher loads," and facts such as: "a dripping tap can waste up to 36,000 litres of water each year, the equivalent of filling around 180 baths."

Ms Fletcher says the action pack has been a success. "It has been a big seller," she says. "We've been out of print a couple of times and its been translated into several languages."

Student packs, videos and directories followed. But success brought its own problems.

"We were getting requests from all over the world," says Ms Fletcher. "And the idea was to stay small and let the industry do the work. We needed a networking mechanism so that everything wasn't being funnelled through us."

The result was Green Hotelier, a monthly magazine covering environmental debates and providing updates on green developments within the industry. "Where possible, we give contact numbers and so now people are calling each other."

In the pipeline is a

purchasing guide containing lists of questions buyers should ask their suppliers. Mr Webster takes carpets as an example. "Is the material of natural or man-made fibre? How is it going to be recycled? Does it give off any noxious gases? There are a lot of issues." He says that the guide is "a way of giving the purchasing manager information with which to make decisions on what to buy".

The IHEI's next project, however, is not so simple. The group is working on guidelines for the siting and design of hotels. This is a subject which generates intense debate as environmental groups argue that, however green a hotel's operations are, it may have disrupted the environment and displaced local inhabitants by being there in the first place.

"That's probably the trickiest issue," says Ms Fletcher. "How do you continue to have growth and not have an environmental impact? It's a bit of a paradox."

Nevertheless, she maintains that much can be done to minimise that impact. "The goal is to produce a manual that covers all sorts of things from the planning, land use, site selection and design to undertaking environmental impact assessment that looks at potential risks, such as sea pollution, as well as the impact on the community," she says.

After all, she argues, the industry depends on the quality of the environment to attract the customers that provide its business. "So it's not in our interest to take short cuts. You just cut off your nose to spite your face."

Sarah Murray

صلى الله عليه وسلم

HOTEL GYMS by Marian Edmunds

Take care when keeping fit

An increasing number of hotels are now providing more sophisticated facilities for health-conscious visitors

Jogging alone along city streets can be daunting and foolhardy even close to home. And finding a partner for running, tennis or golf is not easy during a short business trip.

But there are signs that the loneliness of the fitness-conscious long-distance traveller may be easing as more hotels open gyms or form alliances with existing clubs.

Many travellers now prefer a hotel with its own gym or swimming pool, and some even send a checklist of specific requirements before making a reservation. "Does the gym carry a full set of Olympic weights?" read a fax from a prospective guest to The Peak, the health and fitness club at the Hyatt Carlton Tower Hotel in London.

Sometimes hotels receive requests for a treadmill and a set of weights in a guest's room. Some hotel gyms will allow a treadmill or exercise bike but most draw the line at unsupervised use of weights.

Travellers, no matter how accustomed to working out at home, must take care, says Ian Beasley, a sports doctor and the team doctor for Chelsea football team in London and the British men's hockey team.

Mr Beasley believes that in order to exercise sensibly the traveller must allow his or her body time to adjust to jet-lag and perhaps a different climate.

He recommends pre-setting your watch to the time at your destination. "Walk about the cabin and stretch

at regular intervals," he adds. "But most important of all is hydration, both on the flight and at the destination, particularly if you are moving in and out of air-conditioned rooms."

Even people who exercise regularly should complete only 10 minutes on a bike or treadmill on the first day, increasing to 15 minutes on the second day, says Mr Beasley. A full-length programme should not be resumed before day three.

"After a long flight, expectations should be reduced," says Jill Hendry, the chartered physiotherapist at Canons Health Club in the City of London. "Swimming is good because it will reduce stress on the joints after a long period of being static."

David Banks, the Peak Club's health and fitness manager, says that while a light cardiovascular workout or a swim is good, a massage, aromatherapy or pampering such as a facial is the best form of relaxation.

A regular business traveller who also extols the benefits of massage is Lord Thurso, managing director of Fitness and Leisure Holdings which owns the Champneys group of health clubs and resorts, including the lavish Champneys Pledgely which has an agreement with the neighbouring Meriden Hotel.

While travelling he does a moderate workout followed by a steam bath and a massage.

Massage and body therapies rather than sweaty workouts are the main focus at The Metropolitan, a London



In case of doubt, seek supervision in the gym

hotel designed for the media, music, movie and modelling sets. At first, the treatment room hours clashed with the guests' evening work schedules but now treatments are available both late at night and in guest rooms.

So how can hotel gyms provide what the business traveller wants? Most are sustained by the corporate membership schemes or regular members who expect high-quality equipment and a certain level of supervision.

Travellers are advised to seek the same high standards but should make basic safety checks. "Make sure that heavy equipment is

stored safely," says Jill Hendry of Canons.

"On multi-gym equipment, make sure that pulley ropes and straps are not fraying, and that pins to fix the weights are secure," says Ian Beasley.

If the instructions on a machine are in an unfamiliar language seek the advice of a qualified instructor. "On bikes, treadmills and step machines, follow a manual programme where you can adjust the speed and difficulty," says Mr Beasley.

Mr Beasley does not discourage people who do not belong to gyms from sampling a club while on their travels, but he advises cau-

tion. "Don't go mad. Men, particularly, tend to imagine they are as fit as they were 10 years ago."

"Most guests arrive knowing which machines they need to follow their programme," says Emma Bellamy, club manager at the Apsley Health Club in the Hyde Park Inter-Continental Hotel in London, "but many need guidance or simply want you to be there."

Guidance is taken several steps further these days with teams of personal trainers on stand-by at many hotel gyms. Personal training sessions or massage and other treatments at the Apsley often are booked by wives of American businessmen who are working in London for days or weeks at a stretch.

Is catering to health-conscious guests lucrative for hotels? According to Lord Thurso, hoteliers like to offer health and fitness facilities to guests. But the location of gym, be it in hotel or an office block, will be irrelevant to the success of the gym.

"A health club can add 10 percentage points to a hotel's performance, but while 90 per cent of clients may prefer a hotel with a pool or health club, only 10 per cent are likely to use the facilities."

Hotels which plug into the facilities and expertise offered by established health clubs provide guests with something superior to what a hotel alone could offer. Long gone are the days when a back room with an odd collection of machines will pass muster.

DECEMBER

Date	Event	Venue	Contact
Dec 1	Strategy an evolution conference	London	+44 (0)171 837 4348
Dec 1-2	Gas condensate fields conference	London	+44 (0)171 837 4348
Dec 1-2	FT world telecommunications conference	London	+44 (0)171 837 4348
Dec 1-2	Offshore installation conference	London	+44 (0)171 837 4348
Dec 1-2	IT marketing conference	London	+44 (0)171 837 4348
Dec 1-4	International congress	Harrogate	+44 (0)181 875 2400
Dec 1-5	IT conference & exhibition	St Petersburg	+7 812 1122881
Dec 2	Refining community care conference	London	+44 (0)171 837 4348
Dec 2	Risk analysis & management for medical devices	London	+44 (0)171 837 4348
Dec 2	Colloquium conference	London	+44 (0)171 837 4348
Dec 2-3	Nuclear congress	London	+44 (0)171 837 4348
Dec 2-3	Global electricity summit	London	+44 (0)171 837 4348
Dec 2-3	Creditors' emergency conference	London	+44 (0)171 837 4348
Dec 2-3	Project management conference	London	+44 (0)181 837 7008
Dec 2-4	Call centre congress	London	+44 (0)171 837 4348
Dec 2-5	Robot applications & automation trade fair	Frankfurt	+49 89 75 75 0
Dec 3	FT private fund investment seminar	London	+44 (0)171 247 1452
Dec 3	Liquidity & collateral management conference	London	+44 (0)171 837 4348
Dec 3	Structuring tax efficient joint ventures	London	+44 (0)171 837 4348
Dec 3-4	Global offshore funds conference	London	+44 (0)171 837 4348
Dec 3-4	Banking conference	London	+44 21 543 2100
Dec 3-4	Measuring marketing success conference	London	+44 (0)181 742 2828
Dec 3-5	International investment fair	Dusseldorf	+49 211 4 50 01
Dec 3-5	Global automation conference	Stuttgart	+49 7141 2100
Dec 3-5	Self-storage conference	Katowice	+48 71 23 3720 0
Dec 4-5	International airport exhibition	Hanover	+49 51 41 80 48 76
Dec 4-14	Marine industry show	Paris	+33 1 41 80 48 76
Dec 7-8	FT world pulp and paper conference	London	+44 (0)171 837 4348
Dec 7-8	Consensus skills	Birmingham (UK)	+44 (0)121 233 0300
Dec 7-8	FT from theory to practice	London	+44 (0)171 242 4141
Dec 7-8	Offshore industry environmental standards conference	Aberdeen	+44 (0)171 837 4348
Dec 7-11	International electricity-automation exhibition	Paris	+33 1 4228 0840
Dec 8	Management of offshore costs conference	London	+44 (0)171 837 4348
Dec 8	Real time computer and embedded systems	Athens	+31 418 51 29 89
Dec 8	Business under a single currency conference	London	+44 (0)171 730 0222
Dec 8	Unfair competition conference	Brussels	+44 (0)171 837 4348
Dec 8-9	Ship arrest forum	London	+44 (0)171 837 4348
Dec 8-9	Sports passenger agents travel exhibition	Glasgow	+44 (0)1796 880255
Dec 8-9	Periton ponds of maintenance conference	Koningsplein (Neth)	+44 (0)171 837 4348
Dec 8-9	MMA in global oil and gas conference	London	+44 (0)171 837 4348
Dec 8-9	Plant information management conference	The Hague	+44 (0)1222 578482
Dec 8-10	Training and execution exhibition	Roset	+44 (0)171 486 1951
Dec 8-12	Engineering and machine tools exhibition	Tor	+44 (0)181 731 6311
Dec 9	Pricing in Europe conference	Brussels	+44 (0)171 837 4348
Dec 9-11	Security navigation and safety	London	+44 (0)171 837 4348
Dec 10	IT in the National Health Service	London	+44 (0)171 837 4348
Dec 11-13	Motor show	Hatfield	+358 9 15097
Dec 14-16	International postal discharge conference	Edinburgh	+44 (0)171 344 5478
Dec 21-23	Solar signal processing conference	Weymouth	+44 (0)1727 848 195

JANUARY

Jan 7-8	Aerodynamics research forum	London	+44 (0)171 486 351
Jan 8-17	International boat show	London	+44 (0)1784 473377
Jan 12-17	Tourism and recreation exhibition	Ljubljana	+38 61 235 58 11
Jan 15	Pharmaceutical seminar	London	+44 (0)171 247 1452
Jan 15	Corporate/industry conference	London	+44 (0)171 837 4348
Jan 15-23	International consumer goods exhibition	Moscow	+7 812 1122881
Jan 19	Disaster recovery conference	London	+44 (0)171 242 4141
Jan 19	Personal pensions conference	London	+44 (0)171 837 4348
Jan 20-22	Communications and creation show	Paris	+33 1 41 40 41 40
Jan 22	Pensions for high earners conference	London	+44 (0)171 837 4348
Jan 23-27	International catering, hotel and food trade fair	Lyon	+33 72 22 35 44
Jan 25-26	Shareholder pensions conference	London	+44 (0)171 837 4348
Jan 26	Local authority claims conference	London	+44 (0)171 837 4348
Jan 28-29	International construction fair	Poznan	+48 61 66 25 92
Jan 28-29	Business World travel exhibition	London	+44 (0)171 470 4444
Jan 27	Impact of strategic defence review conference	London	+44 (0)171 486 3515
Jan 27-28	Energy, safety, security and handling conference	Stanfield	+44 (0)1206 434381
Jan 28	FT private equity investment seminar	London	+44 (0)171 247 1452

FEBRUARY

Feb 4	Legal services conference	Paris	+44 (0)171 830 1000
Feb 8	Functional languages in the classroom	Glasgow	+44 (0)1827 311500
Feb 7-9	Graduate recruitment fair	London	+44 (0)1823 433833
Feb 9-11	Business travel exhibition	London	+44 (0)171 837 4348
Feb 18	FT financing pension schemes seminar	London	+44 (0)171 247 1452
Feb 17	Marketing in support services	London	+44 (0)171 242 4141
Feb 18-24	Telecommunications exhibition	Moscow	+38 95 10 40 50
Feb 23-25	Smart card exhibition	London	+44 (0)1885 464846
Feb 24-25	Measurement technology exhibition	Essen	+49 5033 7057

MARCH

Mar 2	Five airworthiness review of JAR 145 report	London	+44 (0)171 486 3515
Mar 2-3	Meetings and events exhibition	London	+44 (0)181 742 2828
Mar 2-5	Professional electronics fair	Hatfield	+358 9 15097
Mar 3-4	Software for education exhibition	Stratford	+44 (0)181 742 3399
Mar 6-10	International business exchange	Berlin	+49 30 30380
Mar 6-10	Home delivery conference	London	+44 (0)184 578000
Mar 11	FT conference	London	+44 (0)171 247 1452
Mar 10-18	Bulk storage and transport fair	Netherlands	+31 20 515 92 92
Mar 16-19	International healthcare exhibition	Netherlands	+31 20 285 58 11
Mar 16-19	European business information conference	Dublin	+44 (0)171 251 5522
Mar 17-18	Energy, safety and handling exhibition	Garmersley	+44 (0)1296 434381
Mar 24-25	Measurement technology exhibition	Chemnitz	+49 5033 7057
Mar 24-25	British travel trade fair	Birmingham (UK)	+44 (0)181 810 7873
Mar 24-26	Risk management exhibition	Brussels	+32 2 354 06 00
Mar 24-26	European electrochemical engineering symposium	Exeter	+44 (0)171 235 3881
Mar 29-31	Separations for biotechnology conference	Reading	+44 (0)171 235 3881

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2 Princes Court, Oxford Road, Aylesbury HP19 3EY, UK (Tel: +44 (0)1296 428583).

FT Conferences,
149 Tottenham Court Road, London W1P 8LL (Tel: +44 (0)171 837 4348).

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Number One Southwark Bridge, London SE1 9HL, UK.

Fax: +44 (0)171 873 3197. Email: ft-surveys@ft.com

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STAR ALLIANCE

The airline network for Earth.

If your business trip spans a weekend you might have the opportunity to explore some of the pleasures of your host country. Here FT correspondents offer some suggestions

IRELAND by Kieran Cooke

It's so easy to get hooked . . .

Flyfishing should be elegant and effortless. Well, that's one of the first lessons of theory waiting for the novice angler

The wind blew down the valley in great whooshing gusts. Hailstones lashed at my cheeks. I was standing waist deep in the middle of a river in spate in the west of Ireland. The flyfishing line had become entangled round a thick gorse bush. Panic set in when I realised my waders were shipping water.

A passing farmer saved the day, pulling me to safety with the aid of a pitchfork. Another day of living dangerously and not being able to take home the fish I had decided - musing over a hot whiskey as limbs slowly came back to life and steam rose from socks in front of a roaring fire - to take a flyfishing course. It was the only way I would ever hook a salmon.

In the mid 1980s Peter Mantle paid £250,000 for a derelict fishing lodge, three lakes, one-and-a-half miles of river and 600 acres of land on the fringes of Connemara in County Galway. Delphi Lodge, once the sporting base of the Marquis of Sligo, is now one of the premier fishing centres in Ireland.

Delphi runs flyfishing courses through most of the February to September fishing season. Novices nervously arrive on a Thursday evening: they depart on Sunday, ready to do battle with any sprightly salmon or trout that happens along.

"Flyfishing should be elegant and effortless," says Mr Mantle. "It's not easy, but we've never had a hopeless case. People fall in love with the beauty and rhythm of it all."

Courses at Delphi are limited to no more than eight at one time. Peter O'Reilly, one of Ireland's leading exponents of the art of flyfishing and author of several books on the subject, is in charge.

First, there is a session in

the library, complete with diagrams and flip charts. "Theory is vital," says Mr O'Reilly. "People need to know why they have to cast in a certain way. They have to try and understand the ways of the fish. They also need to know the tools of the trade - how to match rod, line and reel and which flies to use."

Then it's out onto the large lawn, cradled between the hills of the Delphi valley. To begin the serious business of casting. Little pieces of wool are tied to the end of the line instead of flies. Fly hooks, used wrongly, can be dangerous. I once launched my hat into the far distance. An ear still bears the scar of an over-hasty cast.

"Good fly presentation is what it's all about," says Mr O'Reilly. "It's not strength you need but delicacy."

His voice has a soft, Irish borderlands burr about it, gentle as a well-cast line falling on the water. Flyfishing is like Ikebana, continually striving for perfection.

After half-an-hour, my arm is aching. It's a bad sign. A poor golfer tires far more quickly than a good one. So it is with flyfishing. We break for a hearty lunch.

"People make jokes about learning to fish on the lawn," says Mr O'Reilly. "Yet it's vital to master the technique before you go on the water. If not, the whole business is very frustrating."

Over the next 48 hours we learn a dazzling array of casts - the overhead, the side, the backhand and the slack line. If I never catch another fish at least my tennis will be better.

Casting into the wind, particularly in the west of Ireland where the trees are bent horizontal from the harsh Atlantic breezes, needs a great deal of concentration.

At dinner, a mighty



Starting with the basics: David McEvoy (left) gives instruction to wannabe fly fisherman Kieran Cooke

led with lashings of wine. I discovered I had a blister on my thumb. Obviously a sign of bad line usage.

Mr Mantle says flyfishing was once viewed as an elitist pastime, but times have changed. "Flyfishing has become a lot more accessible in recent years. Lots of rivers and lakes have been stocked with trout. Flyfishing is no longer the preserve of the wealthy landlords and the tweed set."

"People of all backgrounds and ages come here to learn. One of our best students was a 10-year-old. More and more women are taking up the sport; often they are far better than the men - they seem to master the technique and delicacy of flyfishing quicker."

Before collapsing into bed I practise casting in front of

the bathroom mirror. Bring up the rod slowly, then flick back, pause and tap forward. The line arcs out, gently kissing the water. A silver flash and a mighty salmon takes the fly. If only it was so easy.

After another session on the lawn we move to the river, then, on the final morning, the lough. There are different techniques for fishing from the bank and fishing from a boat. At least my rhythm is improving. "It's an addiction," says Mr O'Reilly. "Our biggest problem is stopping people working too hard. The enthusiasm is catching."

The fishing season is now closed. I am still practising. I have repaired my waders. Next February I will be there, casting into the wind. Salmon, watch out.

THE UK by Michael Thompson-Noel

Here's a port to warm to

Picturesque it is not, but Bristol provides many glimpses of prosperous trading days

If you were to arrive in Bristol ignorant of its ancient or recent history, you would conclude that it was just another ugly British city, a monument to bad planning, bad architecture - especially bad 20th century architecture - and bad government.

And you would be right. But you would also see that Bristol, unlike many other British cities, is, thanks to its docks and the way it happens to have grown, relatively spacious.

As a result, the dereliction and ugliness are not particularly concentrated. Indeed, after a day or two you would warm to Bristol, which is the regional capital of south-western England.

Picturesque it is not, but it is one of Britain's most interesting and lively cities. A little history helps. At many times in its past Bristol has been England's second city and one of its busiest ports. Trade with Europe and America encouraged Bristol's traditional industries of tobacco, chocolate and wine.

Throughout the centuries its greatest benefactors have been merchants and businessmen, such as Edward Colston, the Wills family and John James.

Bristol, says a city guidebook, has always been enterprising and pioneering. It was from Bristol that John Cabot set sail on the voyage that led to his discovery of the American mainland; in Bristol that Isambard Kingdom Brunel's SS Great Britain, the world's first iron-hulled, propeller-driven ship, was launched; and in Bristol that Concorde, the Anglo-French supersonic jet airliner, was built.

"This pioneering spirit," says the guidebook, "perhaps explains the unruly, free-ranging appearance of Bristol. The present-day city lacks a coherent centre and, though there is an abundance of historic buildings, there are few monumental public buildings."

Bristol has never been a capital city, never possessed an ancient university, and only for fleeting periods has it been any sort of fashion centre.

Yet for centuries it has thrived, and it thrives still, having become, in the past two decades, an important regional financial hub. Bristol recovered well from the recession of the early 1990s, and has high hopes of pulling itself up further.

One of its most impressive developments is the Harbourside project to install cultural, educational and entertainment facilities in and around the city's central docklands area, which has been semi-derelict since the 1980s. On paper, this is perhaps one of western Europe's most impressive schemes for urban revitalisation.

Even without the Harbourside scheme, there is already

BELGIUM by Elizabeth Robinson

Low-key nod to history

It is difficult to believe that so many men fought in such a small area at Waterloo

Europeans might already be trading in a single currency if it had not have been for the torrential rain in a gently-ridged field just outside Brussels more than 180 years ago.

If it wasn't for the rain, most of Napoleon's agenda for Europe might have been achieved, including a single European currency. As it was, the French emperor's troops were hindered by the weather and he saw his dreams for a unified Europe die, along with more than 40,000 men, in a field near a village called Waterloo.

Brussels today teems with European institutions, departments and bureaucrats with all the resultant politicking and wrangling, but today's visitor to the little city can still visit the field where a more fundamental and bloody conflict took place on a Sunday afternoon in June 1815.

Just 18km south of Brussels, a short journey by car or train, lies Waterloo, now practically a suburb, with low-rise Low Countries architecture and modern boutiques and restaurants.

The town manages a discreet nod towards its historical significance, with a low-key museum in the centre. This former coach house was where Wellington set up his headquarters for the battle and contains

rooms of letters and armoury, and it was from here that the British commander wrote his victory dispatch. A display at the back explains the build-up to the battle, including a description of the eve when the Duchess of Richmond held a society ball in Brussels.

Opposite the museum is the domed church of St Joseph and it is sobering to step inside and read the plaques that can only hint at the scale of the human losses. On a Saturday it is a popular spot for weddings - on the battle day it served as a hospital and morgue.

The main battlefield where the Allied forces met Napoleon's army is exceptionally well preserved. A few kilometres outside the town its undulating landscape covers a surprisingly small area.

It is difficult to believe that a space only three miles wide and one-and-a-half miles long contained some 140,000 men in bitter conflict, and the numbers swelled by a further 82,000 later in the day when the Prussians, under Blücher, rode to the Allied rescue.

On the day itself the ground was sodden from several days of torrential rain, but today's visitor can sample the Waterloo experience without stepping outside.

The visitor's centre presents an audio-visual description of the events with slides and a lightshow tracing the troops' movements and key stages of the fighting. A short film attempts to con-

vey some of the action and horror, drawing heavily on the 1970 epic movie of the same name. Nearby stands an ornate rotunda, within which is a 360-degree panorama painting of how the battle would have looked from that point - a 19th century precursor to Imax cinema or virtual reality.

Also at the site is a waxworks museum, depicting the uniform and characters of the event. The old-fashioned air of the rotunda and waxworks reflect how Waterloo has been seen by sightseers almost since the moment the smoke cleared.

The finest view of today's scene is from the top of the massive Butte du Lion - a conical mound some 125ft high which is crowned with a victory lion. The butte was raised by the Dutch to mark the spot where the Prince of Orange was wounded in the shoulder - a remarkable concept given the numbers who died, especially as the prince himself said he was hurt "only slightly".

The building of the mound 10 years after the battle required moving huge amounts of soil and therefore softened the contours of the battlefield, but it is still possible to survey ridges, ditches and key buildings that were to prove essential to the Allied victory over Napoleon.

The important areas of the battle remain intact. The main ground is now farmland, but the buildings, the names of which echo in schoolboy memorials, such as the Chateau of Hougomont and l'Haie Sainte, still stand. To see their situation is to appreciate how essential they were to the Allied victory.

The short walk down an agricultural path to Hougomont follows the slightest of ridges, behind which Wellington's men flattened themselves to the surprise of the oncoming French cavalry, some 5,000 horses abreast on one charge. A few headstones still stand to mark some individual victims of the carnage. The destruction of that day obviously still moves people - on the day I visited someone had left a rose on the headstone marking Lieutenant Augustin Demulder, a 30-year-old from nearby Nivelles.

Every five years the battle of Waterloo is "fought" again, with 2,000 to 3,000 enthusiasts dressed in replica uniforms re-enacting the events of the day. The next is to be held in June 2000.

Throughout the museum and visitor centre exhibits it is the image of Napoleon that dominates, to the extent that it almost appears that he was the victor on June 18 1815. But then, as European countries today take steps towards unity, perhaps the charismatic French leader and his visions for Europe did conquer after all.



The Battle of Waterloo is re-enacted every five years

AP

We dance, they dribble.

It's time to move on. Things seem to have run their course. New ideas are required, and more elegant solutions needed. It's necessary to look elsewhere for inspiration.

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Getting around north-west Europe

Financial Times correspondents guide the traveller around some of region's main business districts, offering the first-time visitor and weary globetrotter alike tips to make their journey a little smoother

UK

By Sorokhazade Daneshkhu

The UK is still basking in its image as a "cool" destination, while London remains the financial centre of Europe. The country may still keep Europe at arms-length but the cultural influence of Europe is unmistakable.

Visas

Travellers from EU countries, the US, Australia, Brazil and Japan do not need a visa, but nationals of some 120 countries do.

Airlines

The UK is well served by international airports, with London and Birmingham being the main business destinations. London's Heathrow is Europe's busiest airport with 50m passengers and more flights than Frankfurt, the second busiest. The airport is struggling to win permission for a fifth terminal in the face of strong opposition from environmental campaigners. London City airport in the capital's Docklands area can be a handy alternative to Heathrow for European business travellers though it is still a relatively small airport handling 1.2m passengers a year. Gatwick, south of the capital, is also one of Europe's busiest airports, and many airlines, especially from North America, use this gateway.

Local transport

In June, Heathrow joined the growing number of international airports that are building rapid rail connections to overcome increasing road congestion. The Heathrow Express covers the 17 miles to Paddington station in 15 minutes compared with an Underground journey time of 50 minutes and a peak-hour taxi journey time of one hour. A single standard ticket costs £10 rising to £20 for a first class seat.

Hotels

The international chains are well-represented in London, which also has a growing number of boutique hotels. Finding a room is difficult at peak times and prices are among the highest in Europe. A growing number of budget hotels, such as Travel Inn, Travel Lodge and Holiday Inn Express offer a cost-effective if spartan alternative.

Eating out

London has undergone a gastronomic renaissance over the past five years. Virtually every type of cuisine is catered for but good restaurants tend to be booked up and are relatively expensive. Birmingham is well-known for its thriving Chinese restaurants.

BELGIUM

By Derek Blyth

Belgium benefits from its prime location at the heart of Europe's prosperous northern belt. International companies are also drawn to Belgium by the excellent transport infrastructure, conference services and multilingual workforce. Linguistic squabbles continue to rumble, but the country has so far resisted the temptation to split into separate Flemish and Walloon states. Dutch is spoken in Flanders, French in Wallonia and both in Brussels, though most people are happy to communicate in English.

Visas

European Union citizens do not require a visa, nor do visitors from the US, Japan or Switzerland.

Airlines

An extensive international network is served by the national airline, Sabena, which co-operates with Swissair. Direct flights to the US are offered by Sabena, Delta, United and American Airlines. Virtually all flights use Zaventem airport, near Brussels, which is currently being modernised to improve rail links and reduce transfer times. There are also small regional airports at Antwerp, Charleroi, Liege, and Ostend.

Local transport

The country's efficient rail network provides an alternative to internal airline connections. Direct trains connect Brussels with all large and most medium-sized towns in the country. High speed Thalys trains run from Paris to Brussels in 1.5 hours, and Eurostar trains travel from London to Brussels via the Channel Tunnel in under three hours. Brussels has an efficient metro system and is upgrading its tram network. Trains run directly from Zaventem airport to the three main Brussels stations.

Hotels

The leading business chains have first class hotels in Brussels, including Hilton, Sheraton, SAS Radisson and Holiday Inn. Business hotels tend to be clustered around Grand Place, Place Rogier, Avenue Louise and the European district.

Eating out

From country taverns to three-star establishments, Belgium has some of the finest restaurants in Europe. The centre of Brussels is thick with traditional restaurants offering mussels and fries and other specialties. Many restaurants are packed into the hot Sacre district near Grand Place. Though some places are tourist traps, several old Brussels establishments have survived, such as the Aux Armes de Bruxelles, Schellekens, Vincent and La Route d'Or. Pierre Wynants' Comme chez Soi is generally considered the best restaurant in Brussels.

FRANCE

By Samir Iskander

Visa and Mastercard payment cards are accepted for most purchases, and 24-hour automated cash dispensers can be found at nearly every street corner. Banks and bureaux de change charge outrageous commissions and are best avoided.

Visas

Citizens of European Union countries, the US, Canada, Japan, Australia, Switzerland and most of the industrialised world do not need visas. A French visa allows its holder to travel across the so-called Schengen borderless area - Italy, Spain, Germany, Portugal, Austria, the Benelux region and Greece - although visas restricted to France can be granted if one or more of the other Schengen states turn down the applicant.

Airlines

All large cities have international airports, but limited competition has failed to drive down fares on most routes. The Eurostar train between Paris and London is almost as fast as flying, after accounting for journeys between the airport and the city centre. The Thalys from Brussels heats

flying on all fronts (practicality, cost and time).

Local transport

Taxis have an irritating tendency to pick up passengers only at designated stations, which removes their main advantage over public transport. Buses, the metro and recently-completed tramways in some cities are modern, mainly clean, safe and relatively cheap. Car rental is also attractive, as illegally parked cars are seldom removed or clamped and fines are low - often cheaper than paying at the meter. France's extensive rail network makes travel very easy from Paris to the main cities, although the infrastructure allowing TGV fast trains to run at 300km an hour has yet to be completed. Inter-city rail travel - especially on east-west routes - is less developed. Intense competition between some of the smaller airlines, and the recent merger of Air France, the national carrier, with its domestic arm, Air Inter, have pushed down prices on some popular routes such as Paris-Toulouse and Paris-Marseille, making flying a cost-effective alternative to rail travel. Driving long distances is pleasant - especially if time is allowed for sightseeing.

Hotels

A wide range of hotels to suit all tastes - and purses - can be found in the main cities. While first class lodgings can reach astronomical prices, executive hotels are reasonably priced relative to comparable products elsewhere in the EU. It is prudent to book in advance. It can be virtually impossible to find a room in Paris, for example, during the fashion show season, the bi-annual motor show or some important conferences.

Eating out

The country lives up to its reputation for widely available good food at moderate prices. But diners get much better value for money outside Paris, especially at the luxury end of the market. Good service is not always synonymous with efficiency, and customers expecting US-style deference risk being disappointed. A large number of cafes-brasseries offer decently-priced meals from as little as FF150, especially at lunch-time. It is recommended to try the day's specials - "plats du jour" - which are usually made with fresh ingredients. Non-smokers will often feel discriminated against.



Amsterdam's diamond district is a popular spot for business visitors and tourists alike

Veronica Garbutt

LUXEMBOURG

By Neil Buckley

Tiny Luxembourg's location at the junction of France, Belgium and Germany makes it a big destination for conferences. The presence of 230 banks in its thriving financial sector, of Europe's biggest commercial broadcaster, CLT-Ufa, of Societe Europeenne des Satellites, operator of the Astra satellite network, and of several European Union institutions, also mean the Grand Duchy attracts ever-increasing numbers of business travellers. Letzeburgeresch, the national language - related to the German dialects of the western Rhineland and Moselle valley - is still widely spoken, but French and German are the main, written business languages, and English is widely understood.

Visas

Visas are not required by visitors from European Union countries, many other western and eastern European states, North America or Japan.

Airlines

Luxembourg is connected to a variety of European destinations, including Athens, Barcelona, Berlin, Frankfurt, London, Madrid, Milan, Paris and

Rome, by the national airline, Luxair. Luxair added five new destinations - Bologna, Dublin, Florence, Stuttgart and Stockholm - last month. Sabena operates links with Brussels, British Airways with London and Manchester, and Aeroflot with Moscow and St Petersburg, while Icelandair links a number of North American destinations.

Local transport

Despite its small size, Luxembourg has a train and bus network covering 870 miles. Six rail lines serve 24 domestic stations, and under the "Takt '98" plan adopted this year, every station should be served by at least one train an hour. A one-day ticket valid across the train and bus networks costs LFR160, while short-distance tickets valid for an hour cost LFR40. Luxembourg also links into the French, Belgian and German rail networks, with regular services to cities such as Brussels, Paris, Frankfurt, and Bonn, and beyond to Rome, Milan, Zurich, Geneva, and Vienna. Taxis cost LFR32 per kilometre; higher at night and on Sundays. There is no train service to Luxembourg's airport, Findel, 6km (4 miles) from Luxembourg City, but it is quickly accessed by taxi (about

LFR60), or by Luxair Coach to and from the Air Terminal at the city station (LFR120).

Hotels

Luxembourg City boasts three five-star hotels, Le Royal, downtown on Boulevard Royal, the Sofitel, near the European institutions at Kirchberg, north-east of the city centre, and the Inter-Continental, slightly further north at the top of a valley in Dommeldange. Those in the four-star category include the Sheraton Aéroport, near the airport, the Novotel, near the European institutions, and several clustered near the City station and in the town centre.

Eating out

The terraces of the Place d'Armes, nicknamed the Parloir of the City and dating back to the 17th century, are the focus of a surprisingly rich culinary scene which reflects not just Luxembourg's multi-cultural European heritage but increasingly includes cuisine from around the world. Eating out is comparatively expensive, however; expect to pay at least LFR2,500 in a good restaurant for a meal for two.

Ireland, once an industrial backwater better known for its bucolic charms, now boasts many of the world's leading hi-tech companies. Business travellers have a choice of international quality hotels and restaurants - and at international prices, too. Dubliners complain about the traffic congestion, but it's still possible to walk between most key destinations in this intimate of capital cities - notwithstanding the occasional shower of rain.

Visas

Citizens of the European Union and those of the US and Japan do not require visas.

Airlines

Aer Lingus, the national carrier, together with Ryanair, the low-cost, no-frills airline, offer an extensive network of destinations in the UK and continental Europe. In addition, Aer Lingus serves a number of US routes. The Dublin-London corridor is one of the busiest in Europe, with new competition helping to keep prices down. Commuting from Dublin to London or Brussels is now possible.

Local transport

The lack of taxis in Dublin is a persistent grumble of visiting business people. For locals, the Dart - or Dublin Area Rapid Transit service - offers the best way to get around. Reaching other parts of the country will invariably take longer than you imagine. The 90-mile trip to Belfast can take three hours to drive and two hours if you take the new Enterprise train service. Roads to the west and south can be crowded and often in need of repair.

Hotels

Dublin now has a string of first class hotels, including the newly-built Merrion in a refurbished Georgian house which was the family home of the Duke of Wellington. The Shelbourne Hotel, however, retains pride of place, with its old world decor contrasting with the pop and film stars patronise its two famous bars. For more affordable accommodation the Hibernian Hotel is recommended, as is the Georgian House Hotel on Baginbun Street.

Eating out

Dublin has seen an explosion of new restaurants, although many are of mixed quality, particularly in the newly-developed Temple Bar area. In the city centre, Fitzers in Dawson Street is a popular haunt for workaday professionals. La Mere Zou does a good lunch which blends Belgian cuisine with wholesome Irish produce. Further afield, Cavistons in Sandycove offers the best fish in Dublin. But nothing is cheap. Be prepared to pay at least IE50 for a meal for two.

THE NETHERLANDS

By Gordon Orm

Amsterdam, as national capital - The Hague is merely the seat of government - this year reinforced its position as commercial centre when the Philips electronics group relocated its management from Eindhoven. Visitors will encounter English speakers everywhere.

Visas

Stays of up to three months require no visa for citizens of the European Union, the US, Canada, Australia or New Zealand.

Airlines

As the oldest airline name still in the sky, KLM has a comprehensive world network of its own. It also has the longest established transatlantic alliance, with Northwest Airlines. Alitalia is due to join the tie-up around the end of the year, meaning visitors from almost any premier business city should reach Amsterdam's Schiphol airport with one transfer connection, if that. Restrictions on aircraft noise have brought worsening delays - these concerns, and the Dutch weather, often close all but one of its four runways.

Local transport

An efficient rail network traverses the flat landscape at a decent clip. The Hague, Rotterdam and points beyond are directly served from Schiphol. Into Amsterdam, an airport taxi should cost not much more than F160. On tram, bus or metro, visitors making a few journeys do better to pre-pay with a national *strippenkaart*, available at stations and some newsagents. In the machine on board a tram, punch off the number of zones plus one. For the metro, it is found at the platform steps.

Hotels

The Golden Tulip chain has some 70 establishments across the country, from three-star Tulip Inns to the flagship Krasnapolsky on the capital's Dam Square. The 181-year-old Amstel Hotel is, if anything, grander than the Grand, though less central. Amsterdam is seeing an arrival of chic boutique hotels in the style of London's Hempel. Hague dignitaries stay at Des Indes Inter-Continental. In whichever city, rooms can be scarce.

Eating out

Amsterdam restaurant prices are not high, but a memorable meal is rare. For an imaginative treatment of fresh local produce try Bordenwijk or Van Vliet. The locals dine early: kitchens can close by 9pm. Lunch is at midday, when a Dutch host commonly regards an adequate offering of vegetable soup, filled rolls and a glass of milk. Best vista for a summer meal in the capital is the canal-side terrace of the Hotel de l'Europe.

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